

CASE NO. 15-13224

**IN THE UNITED STATES COURT OF APPEALS
FOR THE ELEVENTH CIRCUIT**

**G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S
SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT
CORPORATION,**

Petitioner/Cross-Respondent,

V.

NATIONAL LABOR RELATIONS BOARD,

Respondent/Cross-Petitioner.

**ON APPEAL FROM THE NATIONAL LABOR RELATIONS BOARD
REGION 12
CASE NOS. 12-CA-026644 and 12-CA-026811**

**VOLUME II
APPENDIX OF PETITIONER/CROSS-RESPONDENT**

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VOLUME II
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CERTIFICATE OF SERVICE

I HEREBY CERTIFY that on October 28, 2015, a copy of the foregoing **VOLUME II, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION** has been served via the Court's electronic case filing system which will automatically serve the following counsel of record:

Linda Dreeben, Esq.
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Gregoire Sauter, Esq.
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Appellate Court Branch
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Washington, DC 20570
linda.dreeben@nrlrb.gov

I hereby certify that on October 28, 2015, I caused to be served a true and correct copy of the within and foregoing **VOLUME II, APPENDIX OF PETITIONER/CROSS-RESPONDENT G4S REGULATED SECURITY SOLUTIONS, A DIVISION OF G4S SECURITY SOLUTIONS (USA) INC., F/K/A THE WACKENHUT CORPORATION** via electronic mail and U.S. Mail upon the following:

Margaret J. Diaz, Regional Director
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By: /s/Jonathan J. Spitz
Jonathan J. Spitz
Georgia Bar No. 672360

**Attorney for Petitioner-Cross
Respondent G4S Regulated
Security Solutions, A Division of
G4S Security Solutions (USA)
INC., F/K/A The Wackenhut
Corporation**

EMPLOYER'S EXHIBIT 1

Supervisory Requirements



Wackenhut

Supervisor shall fulfill the following requirements in the performance of your duties.

Supervisors shall:

1. Uphold TWC policies.
2. Uphold FPL policies and procedures.
3. Use coaching techniques (regardless of what team the officer is on), counseling and progressive discipline to correct unprofessional conduct and poor job performances. This is to be done fairly and consistently. Seek management assistance for input when needed.
4. Continually look at ways to improve the way we do business.
5. Complete assigned tasks on time.
6. Make those accountable to you aware of what you expect from them.
7. Be team oriented and a team player.
8. Have zero tolerance for unsafe practices and acts.
9. Have a philosophy of continuous improvement.
10. Lead by example.
11. Demonstrate a questioning attitude and encourage it throughout the security force.
12. Provide for a communications rich environment.
13. Keep issues discussed between supervisors confidential.
14. Use good judgment when making decisions. Decisions should be made utilizing all resources available to the supervisor and carefully considering all information available.
15. Follow through on your word when it is given.
16. Come to management when you do not agree with a decision that has been made. This will be done behind closed doors.
17. Give feedback to officers when questions are asked of you regardless of what team the officer is on. If you do not know the answer, it will be your responsibility to find the answer and follow up with the officer with the correct answer.
18. Look out for one another.
19. **Prompt notifications to TWC/FPL management** for any issues that are adverse to quality. This will include any human performance issues, injuries, FFD issues, loggable events, etc.
20. Accept nothing short of excellence when performing our job and expect the same from all our co-workers.

I have had the opportunity to discuss the above listed requirements with my Project Manager or my immediate supervisor, and I am fully aware and understand what is expected of me.

Signed _____

Date 8-22-06

EMPLOYER'S EXHIBIT 2

RSS LEADERSHIP PLEDGE



Page 1 of 2

I AGREE and PLEDGE to maintain shift performance against the RSS "Ideal Facility" Measurements in which the performance targets are "0" Safety and Human Performance events, and 100% participation and open response to all SCWE and Employee Satisfaction Surveys.

I AGREE and PLEDGE to champion open communication and continued improvement, to include active support and cultivation of a work culture in which there is a questioning attitude at all levels of the organization.

In Addition, as an RSS leader, I further PLEDGE that:

- I WILL know information (professional or technical) needed to perform my job.
- I WILL Not tolerate conditions of inattentiveness within the ranks of the direct reports under my command.
- I WILL Be receptive to the concerns and questions by all those direct reports under my command and will respond to those concerns and questions in a timely manner.
- I WILL Not tolerate any conditions of retaliation or peer harassment within the ranks of my direct reports under my command.
- I WILL Be ever observant to possible changing work place behaviors of direct reports under my command and will make timely and appropriate referrals when required.
- I WILL Readily respond to a daily changing work environment and to changing work priorities.
- I WILL Comply with and objectively enforce policies, procedures and Core Values of the Client and RSS.
- I WILL Use interpersonal skills to better understand perspectives of others and demonstrate flexibility in interaction styles of others.
- I WILL Convey optimism and inspiration even in downturns.

RSS LEADERSHIP PLEDGE



Page 2 of 2

- I WILL Help others to see change as an opportunity rather than a threat.
- I WILL Listen effectively and respond appropriately to my managers and supervisors as well as the direct reports under my command.
- I WILL Share workplace information with others in a timely, clear, and professional manner.
- I WILL Use a positive, non-threatening communication style with all my direct reports and customers.
- I WILL develop, coach, mentor and train those direct reports assigned to my command.
- I WILL Work to ensure contingency plans are in place to overcome issues or events that may be a barrier to achieving security and safety goals.

I AGREE to meet and exceed the high standards set for our security shift performance. I PLEDGE to lead my shift officers towards the highest achievable performance possible. I understand that my individual and shift performance will be objectively measured against the specifications within this pledge and the Ideal Facility measurements. I PLEDGE to encourage and support the transformation from the previous minimal security business model to the Regulated Security Solutions model of high performance and professionalism

Signature: _____

A handwritten signature in black ink, appearing to read 'Tom Frazier', written over a horizontal line.

Tom Frazier

Rank/Position: _____

SUPERVISOR

Date: _____

9/2/08

EMPLOYER'S EXHIBIT 3

RSS MANAGEMENT CHALLENGE



Supervisors meeting Date _____

As the management team, we have an obligation to operate above the standard expectations of our colleagues. Though job performance is the responsibility of everyone on the team, the shift supervision carries an accountability to ensure performance meets/exceeds expectations and to capture and promptly respond to any issues and/or concerns.

Our mission is critical to ensure not only the safety of the nuclear facility and its personnel but also the American People at large.

Management challenge to you:

- What were your reasons for accepting your position I WANTED TO MAKE A DIFFERENCE, PROMOTE TEAMWORK, TAKE CARE OF MY FELLOW OFFICERS,
- The Company is committed to supporting you with relevant training for you to have a successful career, are you committed to the Company?
YES
- Do you believe it is your duty to sell this company's brand by projecting a high integrity professional demeanor in all that you do?
YES
- Why do you want to supervise personnel? I FEEL THAT I CAN BOOST MORALE, GET PEOPLE TO DO WHAT'S RIGHT BECAUSE THEY WANT TO AND NOT BECAUSE THEY HAVE TO
- Are you fully aware of what it means to supervise armed personnel, in an industry where firearms are by law excluded? YES
- Do you agree that management's standards for supervisors in this environment must be exceptionally high?
YES
- Do you agree that, as a supervisor, the standards to which you hold your subordinate shift supervisors must also be exceptionally high? YES.

RSS MANAGEMENT CHALLENGE



- Do you agree that holding shift employees to a high performance standard supports our mission of plant and public safety? YES
- As a supervisor, do you consider yourself a leader? YES
- State what a "Leader" means to you. AS A LEADER, YOU DIRECT YOUR SUBORDINATES IN THE DIRECTION REQUIRED BY COMPANY POLICY AND PROCEDURES TO DO THE JOB REQUIRED IN A POSITIVE, PRODUCTIVE MANNER. A LEADER IS NOT AFRAID WORK SIDE BY SIDE WITH HIS SUBORDINATES TO WIN RESPECT AND PROMOTE TEAMWORK.
- Are you willing to take extra measures and improve your professional skills - invest in this job, this mission and yourself?
YES
- Do the persons on your shift fear bringing issues forward to you?
No
- What, as a leader, must you do to establish / re-establish the respect of your subordinates, and ensure they feel comfortable bringing forward concerns, knowing you will address their issues? N/A

RSS MANAGEMENT CHALLENGE



- Do you know what a Safety Conscious Work Environment (SCWE) means? Explain

SCWE IS A WORK ENVIRONMENT WHERE PEOPLE
ARE NOT AFRAID TO BRING CONCERNS TO YOU
FOR FEAR OF RETALIATION OR DISCRIMINATION.

- Do you have what it takes to lead your officers on this mission within a SCWE environment? Explain

YES I DO. I HAVE ALWAYS BEEN PROACTIVE
IN DEALING WITH ISSUES REGARDLESS OF ORIGIN.
I LISTEN TO MY OFFICERS CONCERNS AND BRING
THEM TO THE ATTENTION OF MANAGEMENT.

RSS MANAGEMENT CHALLENGE



As a member of management, you must ensure you afford your subordinates an opportunity to raise concerns without fear of retribution and with full confidence that they will be responded to in a timely manner. With that said, Sr. Management has an expectation that you agree with and be committed to the statement below, and leave every subordinate supervisor or officer with a lasting impression that you truly believe in it.

"Do you have any concerns or issues that you would like to bring to my attention at this time? You understand that you can bring any concern or issue to me at any time, and that is my responsibility and desire to get back to you within a reasonable time."

Signed :

A handwritten signature in black ink, appearing to be 'Tom Trazien', written over a horizontal line.

Tom Trazien

Date:

9/2/08

EMPLOYER'S EXHIBIT 4

2009
Performance Objectives & Development Plan
German Santamaria
Rating Period January 01, 2009 – December 31, 2009

I. Position

Security Officer	Date Administered: 01/01/10
------------------	-----------------------------

II. Personal Information	Location: Turkey Point
--------------------------	------------------------

Performance Rating Period: 01/01/2009 – 12/31/2009	Manager: Frazier, Thomas
--	--------------------------

Name: Santamaria, German	
--------------------------	--

III. Performance Standards

Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.

The following grading criteria will be utilized:

- Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)
- Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)
- Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)

IV. Behavior Expectations = 25%**Focusing on the Customer**

- Projects positive and "can do" image.
- Seeks to exceed service expectations.
- Communicates well, with courtesy and effectiveness.

Measurement: Managers Observation	Rating: 3
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Results Attainment

- Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude.
- Completes tasks meeting training and or post instruction expectations.
- Readily responds to a changing work environment and to changing work priorities.

Measurement: Managers Observation	Rating: 2
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Procedure Adherence

- Complies with site and company Policies and Procedures.
- Prompt, appropriate response to directives.
- Maintains appearance and grooming standards in accordance with Employee Standards Policy.
- Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately.
- Understands and utilizes Security Fundamentals, Human Performance Error Reduction techniques in the performance of duty.
- Executes all assignments and duty performance activities in compliance with site and company policy and procedure.
 - Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness.

Measurement: Managers Observation	Rating: 2
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Communication

- Listens effectively and responds appropriately.
- Shares information with others in a timely, clear, and professional manner.
- Writes and speaks effectively.
- Uses positive, non-threatening communication style.

Measurement: Managers Observation	Rating: 2
-----------------------------------	-----------

Demonstrates and Drives G4S Values

Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.

Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and

delivering the right solution.

Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2.2

Comments: Officer Santamaria is alert and has a questioning attitude. He is well liked and works well with the client and the customer.

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.
- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 2

3. Objective: Provide Customer Service

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 2

4. Objective: Accountability

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating: 1

Overall Rating for this Section: 1.75

Comments: Officer Santamaria contributed to one loggable event. He also had one late and two call outs.

Specific Objectives 25%

Objective # 1 Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 2

Objective # 2 Have no Safety related injuries.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 3

Objective # 3 Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

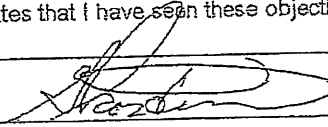
Specific Objective: N/A

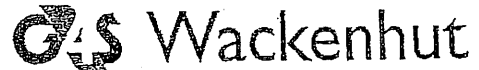
Rating: 1

Objective # 4 Miss no scheduled training and successfully complete all required training timely.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 3			
Overall Objective Rating for Grading Period: 2.25			
Comments: Officer Santamaria has a positive work ethic is self-motivated and displays professionalism. He had one loggable event. He works well with the client and contractors and customers.			
Received & Acknowledged: The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	01-29-10	Time:	0523
Signature:			



ONE on ONE FORM

NAME	DATE
Santamaria, German	10/01/09
FREQUENCY: <input checked="" type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives through the month of October.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (in line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives however He received a written reprimand and a one day suspension for a third late. Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Improve punctuality.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic and self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

10-25-09

Printed Name of Administer

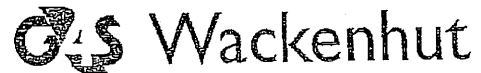
TOM TRAZIER

Title:

SUPERVISOR

Signature of Administer

Date:



ONE on ONE FORM

NAME	DATE
Santamaria, German	07/01/09
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives through the month of June.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (in line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. Officer Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic and is self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

7-11-09

Printed Name of Administer

Tom Frazette

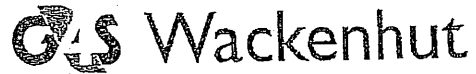
Title:

SUPERVISOR

Signature of Administer

Date:

7/11/09



ONE on ONE FORM

NAME:	DATE:
Santamaria, German	04/01/09
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives through the month of March.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. Officer Santamaria received a one day suspension for poor job performance. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic and is self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

4-18-09

Printed Name of Administer

TOM FRAZIER

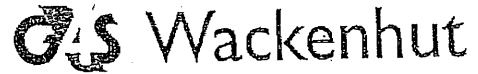
Title:

SUPERVISOR

Signature of Administer

Date:

4/19/09



ONE on ONE FORM

NAME	DATE
Santamaria, German	01/01/09
FREQUENCY <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives through the month of December.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Improve punctuality.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic and self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

1-26-09

Printed Name of Administer

THOMAS FRAZIER

Title: SUPERVISOR

Signature of Administer

Date:

1/26/09

2008 Performance Objectives & Development Plan German Santamaria Rating Period August 01, 2008 – December 31, 2008	
I. Position	
Security Officer	Date Administered: 01/01/09
II. Personal Information	
Performance Rating Period: 08/01/2008 – 12/31/2008	Location: Turkey Point
Name: Santamaria, German	Manager: Frazier, Thomas
III. Performance Standards	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.</p> <p>The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> • Projects positive and "can do" image. • Seeks to exceed service expectations. • Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 3
<u>Results Attainment</u>	
<ul style="list-style-type: none"> • Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude. • Completes tasks meeting training and or post instruction expectations. • Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 2
<u>Procedure Adherence</u>	
<ul style="list-style-type: none"> • Complies with site and company Policies and Procedures. • Prompt, appropriate response to directives. • Maintains appearance and grooming standards in accordance with Employee Standards Policy. • Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. • Understands and utilizes Security Fundamentals, Human Performance Error Reduction techniques in the performance of duty. • Executes all assignments and duty performance activities in compliance with site and company policy and procedure. <ul style="list-style-type: none"> • Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Communication</u>	
<ul style="list-style-type: none"> • Listens effectively and responds appropriately. • Shares information with others in a timely, clear, and professional manner. • Writes and speaks effectively. • Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 2
<u>Demonstrates and Drives G4S Values</u>	
<p>Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.</p> <p>Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and</p>	

delivering the right solution.

Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2

Comments: Officer Santamaria is alert and has a questioning attitude.

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.
- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 2

3. Objective: Provide Customer Service

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 2

4. Objective: Accountability

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating: 2

Overall Rating for this Section: 2

Comments: Officer Santamaria had two lates but only one call out.

Specific Objectives 25%

Objective # 1 Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating: 2

Objective # 2 Have no Safety related injuries.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating: 3

Objective # 3 Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating: 3

Objective # 4 Miss no scheduled training and successfully complete all required training timely.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

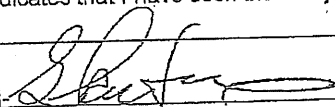
Rating: 3

Overall Objective Rating for Grading Period: 2

Comments: Officer Santamaria has a positive work ethic is self-motivated and displays professionalism. He works well with the client and contractors.

Received & Acknowledged:

The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.

Date:	1-26-09	Time:	0630	Signature:	
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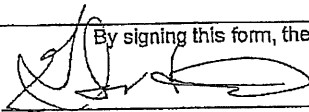
ONE on ONE FORM

G.S. Wackenhut

NAME:	DATE:
Santamaria, German	10/01/08
FREQUENCY: <input checked="" type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the month of September with the exception of two lates.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives however his lates need to be improved on. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Improve punctuality.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic and self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:



Date:

10/10/08

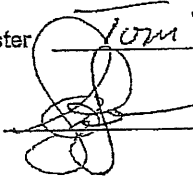
Printed Name of Administer

TOM FRAZIER

Title:

SUPERVISOR

Signature of Administer



Date:

10/10/08

ONE on ONE FORM



NAME:	DATE:
Santamaria, German	07/11/08
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the month of June with the exception of one call out.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Attention to detail.	
Follow up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

7-14-08

Printed Name of Administer

Tom FRAZIER

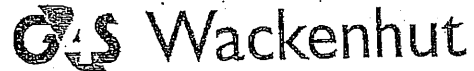
Title:

SUPERVISOR

Signature of Administer

Date:

7/14/08



ONE on ONE FORM

NAME:	DATE:
Santamaria, German	04/01/08
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives from January through March with the exception of one verbal reprimand for not signing paperwork. He also received a positive incident report for discovering a handgun in the Scanray.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be. I would also like to see him pay a little more attention to his paperwork.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

[Signature]

Date: 4/6/08

Printed Name of Administer

THOMAS FRAZIER

Title: SUPERVISOR

Signature of Administer

[Signature]

Date:

4/6/08



ONE on ONE FORM

NAME:	DATE:
Santamaria, German	01/08/08
FREQUENCY: <input checked="" type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the month of December with the exception of one verbal reprimand for unsatisfactory job performance in the opinion of management.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Attention to detail.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

1/9/08

Printed Name of Administer

Tom FRAZIER

Title:

SUPERVISOR

Signature of Administer

Date:

1/9/08



ONE on ONE FORM

NAME:	DATE:
Santamaria, German	10/01/07
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the last three months with the exception of a written reprimand for a vehicle accident that he had.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In-line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's. Be aware of your surroundings and the task at hand. Use STAR to guide you through your daily tasks.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

[Signature]

Date:

10/7/07

Printed Name of Administer

TOM FRAZIER

Title:

SUPERVISOR

Signature of Administer

[Signature]

Date:

10-7-07

ONE on ONE FORM



NAME:	DATE:
Santamaria, German	07/05/07
FREQUENCY: <input checked="" type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the month of May with the exception of one call out (personal).	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow up on previous assigned task from last One-on-One:	
S/O Santamaria is a good officer who is always eager to help. He displays a positive attitude and work ethic.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date:

7/6/07

Printed Name of Administer

Tom Frazer

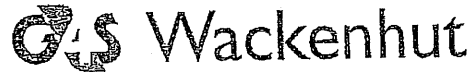
Title:

SUPERVISOR

Signature of Administer

Date:

7/6/07



ONE on ONE FORM

NAME:	DATE:
Santamaria, German	06/01/07
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santamaria's Performance Objectives. S/O Santamaria has met all objectives for the month of May.	
Review Development Plan (Comment):	
I encourage S/O Santamaria to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santamaria's performance is in line with Wackenhut Nuclear Services objectives. S/O Santamaria should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
N/A	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date: 06/07/07

Printed Name of Administer

Tom TRAZIEK

Title:

SUPERVISOR

Signature of Administer

Date:

6-7-07

2007 Performance Objectives & Development Plan
Security Officer
Performance Rating Period March 1, – Dec. 31, 2007.

I. Position	
Position: WNS Security Officer	Date Administered: 03/26/07
II. Personal Information	
Name: German Santamaria	Location: Turkey Point
Job Title: Security Officer	Supervisor: Thomas Frazier
III. Performance Standards	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section. The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
IV. Behavior Expectations	
<u>Attendance</u>	
<ul style="list-style-type: none"> • Reports to work punctually and as scheduled. • Prepares mentally and physically to report to work and executes assigned duties. • Promptly and punctually relieves team members from post or duty assignments. • Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason. • Achieves perfect attendance. • Has <u>not</u> received documented counseling (s) for attendance IAW WNS-107. • Has received documented counseling for attendance IAW WNS-107. 	
Measurement: Supervisor Observations	Rating: 1
<p>Comments: You went home sick once this year and you were a "No Call No Show" once. You were also late twice in the last 12 months. You did report that you did not know that you had to work and therefore did not show. You received three documented counseling's.</p>	
<u>Safety</u>	
<ul style="list-style-type: none"> • Maintains safe work practices IAW site and WNS Safety Standards. • Identifies, immediately reports and initiates appropriate actions for unsafe conditions, acts and/or hazards. • Suspend any activity being performed that could danger another employee or cause damage to any systems or components reporting activity to SSS immediately. 	
Measurement: Supervisor Observation	Rating: 2
<p>Comments: I see you using your PPE at all times. I believe you would report any unsafe conditions or suspend any unsafe condition however, I have no record of such.</p>	
V. Performance Expectations	
<u>Communication</u>	
<ul style="list-style-type: none"> • Utilizes effective communication standards as required. • Communicates with others in a professional manner. • Meets expectations associated with Post turnover requirements. • Report any deviation, degraded condition or discovered vulnerability without hesitation to the SSS • Promptly communicates changing conditions and equipment status to the appropriate supervisory level. 	
Measurement: Managers Observation	Rating: 2
<p>Comments: Your communication is mostly professional. I have no documentation of any reports that were made concerning degraded conditions or vulnerabilities.</p>	
<u>Procedure Adherence</u>	
<ul style="list-style-type: none"> • Complies with site and WNS Policies and Procedures. • Prompt, appropriate response to directives. • Maintains appearance and grooming standards in accordance with WNS-105. • Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. • Understands and utilizes Human Performance Error Reduction techniques in the performance of duty. 	

2007 Performance Objectives & Development Plan
Security Officer
Performance Rating Period March 1, -- Dec. 31, 2007.

- Executes all assignments and duty performance activities in compliance with site and WNS policy and procedure.
- Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness.

Measurement: Supervisor Observation **Rating: 2**

Comments: You received a one day suspension for in November 2006 for a loggable event that you caused. Otherwise you do a great job keeping up with all required work assignments.

Training

- Timely and successfully completes required certifications and familiarizations.
- Prepares for and actively participates in training activities
- Maintains a professional decorum in the training environment.
- Complies with all Range Safety Rules and follows the instructions of the Range Instructors.

Measurement: Managers Observation **Rating: 3**

Comments: No known issues. Great job.

Reports and Documentation

- Ensures necessary reports and documentation is completed as directed.
- Reports events/issues to Security Supervision in a timely manner.
- Request assistance as needed to ensure written documentation is accurate and professional.

Measurement: Supervisor Observation **Rating: 2**

Comments: Keeps up with all required documentation and reports but needs to pay more attention to filling out daily paperwork.

Specific Objectives

Objective # 1 Attendance

Status: On-Going **Begins:** March 1, 2007 **Ends:** December 31, 2007

Specific Objective: Strive to achieve perfect attendance.

Rating:

Objective # 2 Punctuality

Status: On-Going **Begins:** March 1, 2007 **Ends:** December 31, 2007

Specific Objective: Strive to be punctual every day.

Rating:

Objective # 3 Knowledge of SFI's, Policies, OE's and other documentation.

Status: On-Going **Begins:** March 1, 2007 **Ends:** December 31, 2007

Specific Objective: Continue to better familiarize yourself with all SFI's, Policies, OE's and other documentation.

Rating:

Objective # 4 Daily Paperwork

Status: On-Going **Begins:** March 1, 2007 **Ends:** December 31, 2007

Specific Objective: Complete all required information on GP Logs, Inventories etc. daily.

Rating:

Objective # 5

Status: On-Going **Begins:** March 1, 2007 **Ends:** December 31, 2007

Specific Objective:

2007 Performance Objectives & Development Plan
Security Officer
Performance Rating Period March 1, – Dec. 31, 2007.

Rating:

Overall Objective Rating for Grading Period: 2

Comments: S/O Santamaria is a great asset to the security force. He had a bad year with a mistake and some attendance issues but, he is a hard worker who doesn't shy away from work and he always displays professionalism and a great attitude. I am proud to have him as a member of my team.

Received & Acknowledged:

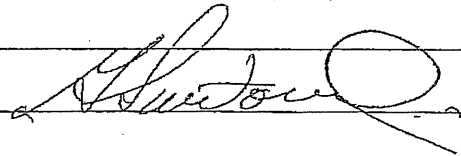
Date:

3/30/07

Time:

1230

Signature:



2009 Performance Objectives & Development Plan Jeffery Santiago Rating Period January 01, 2009 – December 31, 2009	
I. Position	
Security Officer	Date Administered: 01/01/10
II. Personal Information	
Performance Rating Period: 01/01/2009 – 12/31/2009	Location: Turkey Point
Name: Santiago, Jeffery	Manager: Frazier, Thomas
III. Performance Standards	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.</p> <p>The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> • Projects positive and "can do" image. • Seeks to exceed service expectations. • Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Results Attainment</u>	
<ul style="list-style-type: none"> • Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude. • Completes tasks meeting training and or post instruction expectations. • Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 3
<u>Procedure Adherence</u>	
<ul style="list-style-type: none"> • Complies with site and company Policies and Procedures. • Prompt, appropriate response to directives. • Maintains appearance and grooming standards in accordance with Employee Standards Policy. • Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. • Understands and utilizes Security Fundamentals, Human Performance Error Reduction techniques in the performance of duty. • Executes all assignments and duty performance activities in compliance with site and company policy and procedure. <ul style="list-style-type: none"> • Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Communication</u>	
<ul style="list-style-type: none"> • Listens effectively and responds appropriately. • Shares information with others in a timely, clear, and professional manner. • Writes and speaks effectively. • Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 2
<u>Demonstrates and Drives G4S Values</u>	
<p>Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.</p> <p>Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and</p>	

delivering the right solution.

Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2.2

Comments: Officer Santiago is alert and always has a questioning attitude.

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.
- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 3

3. Objective: Provide Customer Service

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 3

4. Objective: Accountability

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating: 2

Overall Rating for this Section: 2.5

Comments:

Specific Objectives 25%

Objective # 1 Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 3

Objective # 2 Have no Safety related injuries.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 3

Objective # 3 Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

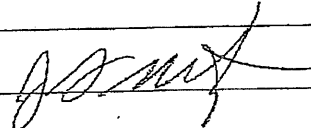
Rating: 3

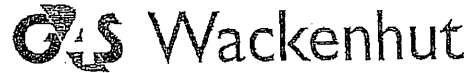
Objective # 4 Miss no scheduled training and successfully complete all required training timely.

Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 3

Overall Objective Rating for Grading Period: 3			
Comments: Officer Santiago displays professionalism and a solid work ethic. He works well with the client and customer. He is self-motivated.			
Received & Acknowledged: The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	1-29-10	Time:	0615
Signature:			



ONE on ONE FORM

NAME:	DATE:
Santiago, Jeff	10/01/09
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santiago's Performance Objectives. S/O Santiago has met all objectives through the month of October.	
Review Development Plan (Comment):	
I encourage S/O Santiago to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santiago's performance is in line with Wackenhut Nuclear Services objectives. S/O Santiago should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santiago displays professionalism and a solid work ethic. He is conscious of his work and is self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee: _____

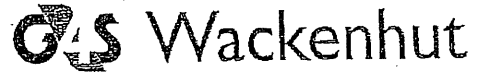
Date: 10-12-09

Printed Name of Administer: _____

Title: SUPERVISOR

Signature of Administer: _____

Date: 10-12-09



ONE on ONE FORM

NAME:	DATE:
Santiago, Jeff	07/01/09
FREQUENCY: <input checked="" type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED:	
Performance/Appearance/Attendance/Attitude	
Review Objectives (Comment):	
Reviewed S/O Santiago's Performance Objectives. S/O Santiago has met all objectives through the month of June.	
Review Development Plan (Comment):	
I encourage S/O Santiago to continue to work on being the best security officer that he can be.	
Review Current Performance (In line with WNS objectives):	
S/O Santiago's performance is in line with Wackenhut Nuclear Services objectives. S/O Santiago should continue to perform his job with professionalism and integrity.	
Task Assigned During One-on-One:	
Read one SFI each week and discuss at the next One on One.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Increase knowledge of SFI's.	
Follow-up on previous assigned task from last One-on-One:	
S/O Santiago displays professionalism and a solid work ethic. He is conscious of his work and is self motivated.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

[Signature]

Date:

7-16-09

Printed Name of Administer

THOMAS FRAZIER

Title: SUPERVISOR

Signature of Administer

[Signature]

Date:

7-16-09

EMPLOYER'S EXHIBIT 7

Supervisory Requirements



Wackenhut

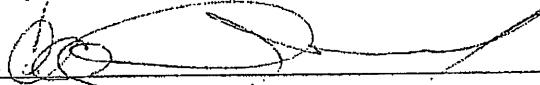
Supervisor shall fulfill the following requirements in the performance of your duties.

Supervisors shall:

1. Uphold TWC policies.
2. Uphold FPL policies and procedures.
3. Use coaching techniques (regardless of what team the officer is on), counseling and progressive discipline to correct unprofessional conduct and poor job performances. This is to be done fairly and consistently. Seek management assistance for input when needed.
4. Continually look at ways to improve the way we do business.
5. Complete assigned tasks on time.
6. Make those accountable to you aware of what you expect from them.
7. Be team oriented and a team player.
8. Have zero tolerance for unsafe practices and acts.
9. Have a philosophy of continuous improvement.
10. Lead by example.
11. Demonstrate a questioning attitude and encourage it throughout the security force.
12. Provide for a communications rich environment.
13. Keep issues discussed between supervisors confidential.
14. Use good judgment when making decisions. Decisions should be made utilizing all resources available to the supervisor and carefully considering all information available.
15. Follow through on your word when it is given.
16. Come to management when you do not agree with a decision that has been made. This will be done behind closed doors.
17. Give feedback to officers when questions are asked of you regardless of what team the officer is on. If you do not know the answer, it will be your responsibility to find the answer and follow up with the officer with the correct answer.
18. Look out for one another.
19. **Prompt notifications to TWC/FPL management** for any issues that are adverse to quality. This will include any human performance issues, injuries, FFD issues, loggable events, etc.
20. Accept nothing short of excellence when performing our job and expect the same from all our co-workers.

I have had the opportunity to discuss the above listed requirements with my Project Manager, or my immediate supervisor, and I am fully aware and understand what is expected of me.

Signed



Date 8/22/06

EMPLOYER'S EXHIBIT 8

RSS LEADERSHIP PLEDGE



Page 1 of 2

I AGREE and PLEDGE to maintain shift performance against the RSS "Ideal Facility" Measurements in which the performance targets are "0" Safety and Human Performance events, and 100% participation and open response to all SCWE and Employee Satisfaction Surveys.

I AGREE and PLEDGE to champion open communication and continued improvement, to include active support and cultivation of a work culture in which there is a questioning attitude at all levels of the organization.

In Addition, as an RSS leader, I further PLEDGE that:

- I WILL know information (professional or technical) needed to perform my job.
- I WILL Not tolerate conditions of inattentiveness within the ranks of the direct reports under my command.
- I WILL Be receptive to the concerns and questions by all those direct reports under my command and will respond to those concerns and questions in a timely manner.
- I WILL Not tolerate any conditions of retaliation or peer harassment within the ranks of my direct reports under my command.
- I WILL Be ever observant to possible changing work place behaviors of direct reports under my command and will make timely and appropriate referrals when required.
- I WILL Readily respond to a daily changing work environment and to changing work priorities.
- I WILL Comply with and objectively enforce policies, procedures and Core Values of the Client and RSS.
- I WILL Use interpersonal skills to better understand perspectives of others and demonstrate flexibility in interaction styles of others.
- I WILL Convey optimism and inspiration even in downturns.

RSS LEADERSHIP PLEDGE



Page 2 of 2

- I WILL Help others to see change as an opportunity rather than a threat.
- I WILL Listen effectively and respond appropriately to my managers and supervisors as well as the direct reports under my command.
- I WILL Share workplace information with others in a timely, clear, and professional manner.
- I WILL Use a positive, non-threatening communication style with all my direct reports and customers.
- I WILL develop, coach, mentor and train those direct reports assigned to my command.
- I WILL Work to ensure contingency plans are in place to overcome issues or events that may be a barrier to achieving security and safety goals.

I AGREE to meet and exceed the high standards set for our security shift performance. I PLEDGE to lead my shift officers towards the highest achievable performance possible. I understand that my individual and shift performance will be objectively measured against the specifications within this pledge and the Ideal Facility measurements. I PLEDGE to encourage and support the transformation from the previous minimal security business model to the Regulated Security Solutions model of high performance and professionalism

Signature: _____

Rank/Position: SUPERVISOR

Date: 9/3/08

EMPLOYER'S EXHIBIT 10

2008 Performance Objectives & Development Plan Donado, Arnaldo Rating Period August 01, 2008 – December 31, 2008	
I. Position Security Officer	
Date Administered: 1/2009	
II. Personal Information Performance Rating Period: 08/01/2008 – 12/31/2008	
Location: Turkey Point Manager: Cecil Mack	
Name: Donado, Arnaldo	
III. Performance Standards Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section. The following grading criteria will be utilized Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured) Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives) Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u> <ul style="list-style-type: none"> Projects positive and "can do" image. Seeks to exceed service expectations. Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Results Attainment</u> <ul style="list-style-type: none"> Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude. Completes tasks meeting training and or post instruction expectations. Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 2
<u>Procedure Adherence</u> <ul style="list-style-type: none"> Complies with site and company Policies and Procedures. Prompt, appropriate response to directives. Maintains appearance and grooming standards in accordance with Employee Standards Policy. Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. Understands and utilizes Security Fundamentals, Human Performance-Error Reduction techniques in the performance of duty. Executes all assignments and duty performance activities in compliance with site and company policy and procedure. <ul style="list-style-type: none"> Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Communication</u> <ul style="list-style-type: none"> Listens effectively and responds appropriately. Shares information with others in a timely, clear, and professional manner. Writes and speaks effectively. Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 2
<u>Demonstrates and Drives G4S Values</u>	

Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.

Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.

Performance – Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork – Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2

Comments:

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism.
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote WNS action plan to improve site performance.
 - 1. Improve Safety culture
 - 2. Improve attendance

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.

- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 2

3. Objective: Provide Customer Service

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 2

Rating: 2

4. Objective: Accountability

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating: 2

Overall Rating for this Section: 2

Comments:

N/A

Specific Objectives 25%

Objective # 1 Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating: 2

Objective # 2 Have no Safety related injuries.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

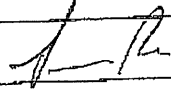
Specific Objective: N/A

Rating: 3

Objective # 3 Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating:2			
Objective # 4 Miss no scheduled training and successfully complete all required training timely.			
Status:	On-Going	Begins:	August 1, 2008 Ends: December 31, 2008
Specific Objective: N/A			
Rating:3			
Overall Objective Rating for Grading Period: 2			
Comments:			
N/A			
Received & Acknowledged:			
The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	1-30-09	Time:	1410
	AP 1-30	Signature:	 1-30 AP

2008 Performance Objectives & Development Plan Reigada, Jose Rating Period August 01, 2008 – December 31, 2008	
I. Position	Date Administered: 1/2009
Security Officer	Location: Turkey Point
II. Personal Information	Manager: Cecil Mack
Performance Rating Period: 08/01/2008 – 12/31/2008	
Name: Reigada, Jose	
III. Performance Standards Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.	
The following grading criteria will be utilized: Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured) Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives) Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)	
IV. Behavior Expectations = 25%	
Focusing on the Customer <ul style="list-style-type: none"> • Projects positive and "can do" image. • Seeks to exceed service expectations. • Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 2
Results Attainment <ul style="list-style-type: none"> • Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude. • Completes tasks meeting training and or post instruction expectations. • Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 2
Procedure Adherence <ul style="list-style-type: none"> • Complies with site and company Policies and Procedures. • Prompt, appropriate response to directives. • Maintains appearance and grooming standards in accordance with Employee Standards Policy. • Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. • Understands and utilizes Security Fundamentals, Human Performance Error Reduction techniques in the performance of duty. • Executes all assignments and duty performance activities in compliance with site and company policy and procedure. <ul style="list-style-type: none"> • Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness. 	
Measurement: Managers Observation	Rating: 2
Communication <ul style="list-style-type: none"> • Listens effectively and responds appropriately. • Shares information with others in a timely, clear, and professional manner. • Writes and speaks effectively. • Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 2
Demonstrates and Drives G4S Values	

Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.

Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.

Performance – Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork – Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2

Comments:

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote VNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.

- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 3

3. Objective: Provide Customer Service

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 2

Rating: 3

4. Objective: Accountability

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating:3

Overall Rating for this Section: 3

Comments:

Specific Objectives 25%

Objective # 1 Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating:3

Objective # 2 Have no Safety related injuries.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating:3

Objective # 3 Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.

Status: On-Going Begins: August 1, 2008 Ends: December 31, 2008

Specific Objective: N/A

Rating:3			
Objective # 4 Miss no scheduled training and successfully complete all required training timely.			
Status:	On-Going	Begins:	August 1, 2008
		Ends:	December 31, 2008
Specific Objective: N/A			
Rating:3			
Overall Objective Rating for Grading Period: 3			
Comments:			
Received & Acknowledged:			
The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	02-03-09	Time:	09:36
		Signature:	Jon A. Reigoda

2008 Performance Objectives & Development Plan Torres, Nadia Rating Period August 01, 2008 – December 31, 2008	
I. Position	Date Administered:
Security Officer	Location: Turkey Point
II. Personal Information	Manager: Cecil Mack
Performance Rating Period: 08/01/2008 – 12/31/2008	
Name: Torres, Nadia	
III. Performance Standards. Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section. The following grading criteria will be utilized: Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured) Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives) Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> • Projects positive and "can do" image. • Seeks to exceed service expectations. • Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Results Attainment</u>	
<ul style="list-style-type: none"> • Achieves expected results follows procedure expectations, does not act when in doubt, demonstrates questioning attitude. • Completes tasks meeting training and or post instruction expectations. • Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 2
<u>Procedure Adherence</u>	
<ul style="list-style-type: none"> • Complies with site and company Policies and Procedures. • Prompt, appropriate response to directives. • Maintains appearance and grooming standards in accordance with Employee Standards Policy. • Remains alert of changing conditions, which impact the security system effectiveness and establishes compensatory measures in response to degradations. Reports to SSS immediately. • Understands and utilizes Security Fundamentals, Human Performance Error Reduction techniques in the performance of duty. • Executes all assignments and duty performance activities in compliance with site and company policy and procedure. <ul style="list-style-type: none"> • Executes daily activities with a questioning attitude and challenges deviations from procedure or degradations in security effectiveness. 	
Measurement: Managers Observation	Rating: 2
<u>Communication</u>	
<ul style="list-style-type: none"> • Listens effectively and responds appropriately. • Shares information with others in a timely, clear, and professional manner. • Writes and speaks effectively. • Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 1
<u>Demonstrates and Drives GAS Values</u>	

Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.

Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.

Performance – Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork – Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2

Comments:

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during briefings, meetings ect.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Effectively promote Corrective Action Program.
- Actively be engaged in shift activities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Assist the TEAM to achieve organizational goals.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance:

Rating: 2

2. Objective: Promote Attendance

Status: On-going

Begins: August 01, 2008

Ends: December 31, 2008

Specific Objectives:

- Reports to work punctually and as scheduled.
- Prepares mentally and physically to report to work and executes assigned duties.
- Promptly and punctually relieves team members from post or duty assignments.

- Reports to work and remain fit for duty, notifying the SSS of an inability to perform tasks for any reason.
- No attendance discipline.
- Has not received documented counseling (s) for attendance IAW the company's Attendance Policy.

Rating: 1**3. Objective: Provide Customer Service****Status:** On-going**Begins:** August 01, 2008**Ends:** December 31, 2008**Specific Objectives:**

- Provides timely, thorough, accurate and effective updates to shift Supervision. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and completes tasks as assigned.
- Ensures contingency plans are executed in accordance with training expectations.
- Validates applicability of current policy / procedures prior to use.

Rating: 2**Rating: 2****4. Objective: Accountability****Status:** On-going**Begins:** August 01, 2008**Ends:** December 31, 2008**Specific Objectives:**

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of not being engaged and understanding job assignments.
- Hold self accountable to department expectations of understanding job tasks, asking questions when in doubt, not having a Production mentality and challenging TEAM members to do the right thing.

Rating: 2**Overall Rating for this Section:****Comments:****Specific Objectives 25%****Objective # 1** Have no attendance deficiencies that would result in Attendance Control Policy disciplinary actions.**Status:** On-Going **Begins:** August 1, 2008 **Ends:** December 31, 2008**Specific Objective:** N/A**Rating: 1****Objective # 2** Have no Safety related injuries.**Status:** On-Going **Begins:** August 1, 2008 **Ends:** December 31, 2008**Specific Objective:** N/A**Rating: 2****Objective # 3** Not contribute to any significant events (Loggables or vehicle damage) as a result of undesired behaviors.**Status:** On-Going **Begins:** August 1, 2008 **Ends:** December 31, 2008**Specific Objective:** N/A

Rating: 2			
Objective # 4 Miss no scheduled training and successfully complete all required training timely.			
Status:	On-Going	Begins: August 1, 2008	Ends: December 31, 2008
Specific Objective: N/A			
Rating: 2			
Overall Objective Rating for Grading Period: 2			
Comments:			
Received & Acknowledged: The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	02/03/09	Time:	1342
Signature:		Naalea J. Jones	

EMPLOYER'S EXHIBIT 11

2009 Performance Objectives & Development Plan Cecil Mack Rating Period January 01, 2009 – December 31, 2009	
I. Position	
Shift Lieutenant	Date Administered:
II. Personal Information	
Performance Rating Period: 01/01/2009 – 12/31/2009	Location: Turkey Point
Name: Cecil Mack	Manager: Capt Ferrer
III. Performance Standards	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.</p> <p>The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> Projects positive and "can do" image.. Seeks to exceed service expectations.. Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 3
<u>Results Attainment</u>	
<ul style="list-style-type: none"> Achieves expected results on time. Manages conflicting demands on time by identifying and focusing on priorities. Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 2
<u>Setting Strategic Direction</u>	
<ul style="list-style-type: none"> Communicates a vision for the future and determines strategies to accomplish it. Keeps elements of the strategy consistent, practical, achievable and complimentary. Seeks to deploy strategies that will generate shore-term gain and long-term success for all stakeholders. 	
Measurement: Managers Observation	Rating: 2
<u>Communication</u>	
<ul style="list-style-type: none"> Listens effectively and responds appropriately. Shares information with others in a timely, clear, and professional manner. Writes and speaks effectively. Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 2
<u>Demonstrates and Drives G4S Values</u>	
<p>Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.</p> <p>Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.</p>	

Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People -- always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity -- Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 2

Overall Rating for this Section: 2.2

Comments:

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during shift briefs, meetings etc.
- Develops employees through job coaching/mentoring and performance feedback.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Celebrate and provide positive recognition when warranted.
- Effectively promote use of Corrective Action Program.
- Actively be engaged in shift activities. Know what is going on with your shifts.
- Be consistent in the application of WNS procedures.
- Effectively communicate expectations and provide adequate oversight to ensure projects are completed as expected.
- Ensure completion of minimum four (4) observations monthly (one (1) per week).
- Actively engage work force to present ideas for cost improvement opportunities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Builds an atmosphere of mutual trust, respect, cooperation and integrity.
- Cultivates commitment and engagement of the team to achieve organizational goals and assignments.
- Proactively addresses any influence that impact the team's performance.
- Understand and learn to initiate CR's and W/O.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance
 3. Improve Leadership
 4. Improve recognition & rewards

Rating: 2

2. Objective: Labor Relations

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Knows/understands/recognizes and abides by the confines of the local Collective Bargaining Agreement to prevent violations.
- Maintains positive working relationship with and observes the rights of the Client and all employees.
- Appropriately address all official concerns and complaints forwarded by employees through proper processes (Examples Intimidation, Harassment, Compliance violations, Safe-2-Say allegations etc.
- Fair and objective toward employees in making decisions and assignments, and issuing discipline.

Rating: 2**3. Objective: Provide Customer Service****Status:** On-going**Begins:** January 01, 2009**Ends:** December 31, 2009**Specific Objectives:**

- Provides timely, thorough, accurate and effective updates to SSS pertaining to shift status. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions and manages the Security Team performance to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and uses available resources.
- Ensures contingency plans are in place to overcome issues or events that may be a barrier to achieving goals.
- Meets timelines and commitments.
- Validates applicability of current policy / procedures prior to use.

Rating: 2**Rating:****4. Objective: Accountability****Status:** On-going**Begins:** January 01, 2009**Ends:** December 31, 2009**Specific Objectives:**

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of failure to provide/ensure adequate PJB for any Infrequent or First time evolution.
- Hold employees accountable to organization, department and team processes, methodology (e.g. Security Fundamentals, SCWE, Safety, HU)

Rating: 1**Overall Rating for this Section: 1.8**

Comments: Lt Mack you had a Oral Warning Issued for Unsatisfactory job performance on 01/11/09 (Not turning in your required monthly drills on time). You have improved during the rest of the year.

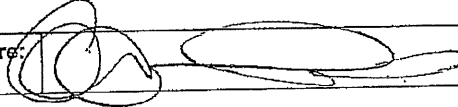
Specific Objectives 25%

Objective # 1 No attendance issues that result in discipline application of the WNS Attendance Control Policy.

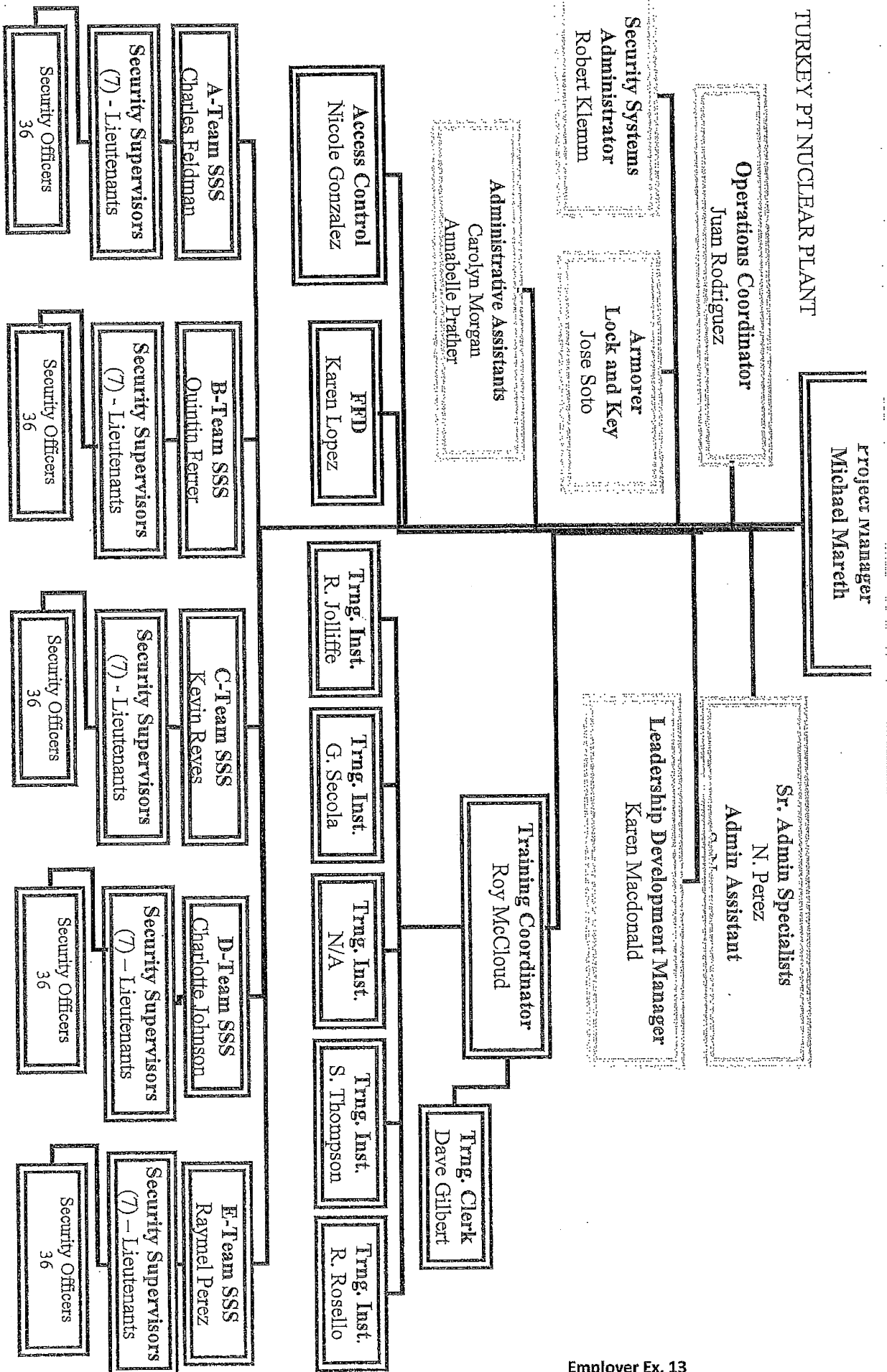
Status: On-Going **Begins:** January 01, 2009 **Ends:** December 31, 2009

Specific Objective: N/A

Rating: 1

Objective # 2 Successful completion of monthly objectives. Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009 Specific Objective: Complete 1 observation per week and document on appropriate form a total of 4 per month.		
Rating: 2		
Objective # 3 Complete quarterly One - on - One with respective Officers. Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009 Specific Objective: N/A		
Rating: 2		
Objective # 4 Complete required drill expectations. Four (4) per month. Limited Scope/Table Top/Response/Performance Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009 Specific Objective: Contact SSS if assistance is needed to complete task.		
Rating: 1		
Overall Objective Rating for Grading Period: 1.5 Comments: Lt Mack you are a very knowledgeable individual. You demonstrate professionalism on a daily basis. In 2010 I would like for you to work on your attendance, Also I would like for you to complete and turn in required observations and monthly drills on time. On 4/23/09 you received a written reprimand and one day suspension for 3 rd late in a rolling twelve month. On 5/2/09 you received a written reprimand and one day suspension for 2 nd late notification callout.		
Received & Acknowledged: The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.		
Date:	1/24/10	Time: 1307 Signature: 

EMPLOYER'S EXHIBIT 13



Employer Ex. 13

September 4, 2009

EMPLOYER'S EXHIBIT 16

04/27/2010 12:42 7862434640

RSS TURKEY POINT

PAGE 03/07

**EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE**EMPLOYEE NAME: Smith, CrystalDATE: 10/28/09AREA: PTNFACILITY: PTNSSN (LAST 4 DIGITS ONLY): 9196

TYPE OF ACTION:

☐ ORAL WARNING☒ WRITTEN WARNING☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of this warning will result in your termination.☒ SUSPENSION for 1 days☐ DISCHARGE**REASON(S) FOR DISCIPLINARY ACTION:**

On 10/28/09 you reported late to work arriving at 0741 hrs. This is your third late in a twelve month period. Per WNS Policy 107 this is a Level II violation and you are receiving a written reprimand and a one day suspension.

Prior lates: 9/14/09 Late in at 1048 hrs

5/25/09 Late in at 0655 hrs

CORRECTIVE STEPS REQUIRED:

All Security Force members must be present and ready to start shift no later than 0540 hrs.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

Should you repeat this offense again before 05/25/10 you will be issued further disciplinary actions which could lead to termination.

SUPERVISOR'S REMARKS:**EMPLOYEE'S COMMENTS:**

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement, but acknowledges that action was taken)

DATE: 10-28-09

SIGNATURE OF SUPERVISOR:

DATE: 10/28/09

SIGNATURE OF WITNESS:

DATE: _____

04/27/2010 12:42 7862434640

RSS TURKEY POINT

PAGE 05/07

WNS 108
Attachment 1
Revision 4

EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE

D.S.
WackenhutEMPLOYEE NAME: CARLOS ROJAS DATE: 05/21/2007
AREA: Security FACILITY: Turkey Point Plant SS #: 595-54-8080TYPE OF ACTION: ☐ ORAL WARNING ☒ WRITTEN WARNING
☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.
☒ SUSPENSION for 1 Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

On 05/19/07 you did not show up for work nor did you notify administration of your whereabouts.. This is considered a No Call No Show per WNS policy 107 section 4.18. Mr Rojas, Pursuant to WNS policy 107 you are receiving a Written Warning and a One Day Suspension effective 05/21/07 and return to work on 05/24/07.

CORRECTIVE STEPS REQUIRED:
STAR.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

Pursuant to WNS procedure 107 another infraction of this type before 05/19/08 could result in Termination of employment with the Wackenhut Corporation..

SUPERVISOR'S REMARKS:

Mr. Rojas, I am sure that with your level of professionalism you will take the necessary steps to avoid this from becoming a reoccurring issue. You need to manage your time more wisely and in the future notify management in a timely manner.

EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)

DATE: 05/21/07

SIGNATURE OF SUPERVISOR:

DATE: 05/21/07

SIGNATURE OF WITNESS:

DATE: 05/21/07

W-23 (06/30/06)

Disposition of Form: Personnel File

04/27/2010 12:17 7862434648

RSS TURKEY POINT

PAGE 04/05

WNS 108
Attachment 1
Revision 4

EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE

Wackenhut

EMPLOYEE NAME: Donado, Arnaldo DATE: 8/10/08AREA: N/A FACILITY: PTN SS #: N/A

TYPE OF ACTION: ☐ ORAL WARNING ☒ WRITTEN WARNING
☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.
☐ SUSPENSION for _____ Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

On 7/9/08 you damaged a Security vehicle at the Fossil Gate. While driving up to the Fossil Gate to perform a search you proceeded to drive past two parked vehicles which resulted in you striking the lift gate on the back of one of the parked vehicles. This resulted in you causing damage to the Security Vehicle. Per WNS Policy 108 this is a Level II violation (unsatisfactory job performance in the opinion of management) and you are being issued a written reprimand.

CORRECTIVE STEPS REQUIRED:

All Security Force members must be aware of their surroundings while conducting daily activities. Do not take short cuts in our activities - Stop, Think, Act, and Review the situations.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

Should you repeat this offense again before 7/9/09 you will be issued a written reprimand and a one day suspension.

SUPERVISOR'S REMARKS:

Officer Donado, despite the undesired outcome of this event I want to commend you on reporting this event to Supervision as soon as the event took place and taking ownership of the situation.

EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)

DATE:

8/11/08

SIGNATURE OF SUPERVISOR:

DATE:

8/11/08

SIGNATURE OF WITNESS:

DATE:

8/11/08

W-23 (06/30/06)

Disposition of Form: Personnel File

04/27/2010 12:17 7862434640

RSS TURKEY POINT

PAGE 03/05

WNS 108
Attachment 1
Revision 4**EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE****Wackenhut**EMPLOYEE NAME: Arnaldo Donado DATE: 04/26/07
AREA: Security FACILITY: Turkey Point Plant SS #: 591-08-9088TYPE OF ACTION: ☐ ORAL WARNING ☒ WRITTEN WARNING
☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.
☐ SUSPENSION for _____ Days. ☐ DISCHARGE**REASON(S) FOR DISCIPLINARY ACTION:**

On 4/23/07 you were late for work because you for got your badge an arrived to work at 1800 hrs. This is your second late in a rolling twelve month period and Pursant to WNS 107 you are recelving a written reprimand.

CORRECTIVE STEPS REQUIRED:

STOP THINK ACT REVIEW.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

Pursuant to WNS procedure 107 another infraction of this type before 01/04/08 could result in written reprimand and one day suspension.

SUPERVISOR'S REMARKS:

Mr. Donado, I am sure that with your level of professionalism you will take the necessary steps to avoid this from becoming a re-occurring issue.

EMPLOYEE'S COMMENTS:**SIGNATURE OF EMPLOYEE:**

(Signature does not mean agreement but acknowledges that action was taken)

DATE: 04-26-07**SIGNATURE OF SUPERVISOR:**DATE: 04/26/07**SIGNATURE OF WITNESS:**

DATE: _____

W-23 (06/30/06)

Disposition of Form: Personnel File

04/27/2010 12:17 7862434540

RSS TURKEY POINT

PAGE 05/05

**Wackenhut**WNS 108
Attachment 1
Revision 3**EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE**EMPLOYEE NAME: Arnaldo Dorado DATE: 12/18/06AREA: Security FACILITY: Training SS #: 591-08-9088

TYPE OF ACTION: ☒ ORAL WARNING ☐ WRITTEN WARNING

☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.

☐ SUSPENSION for _____ Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

You did not report to Training by the required time on 12/18/06.

CORRECTIVE STEPS REQUIRED:

In accordance with WNS Policy 108, you are issued an oral warning.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

In accordance with WNS Policy 108, you will be issued a written warning if another tardy occurs within the next Twelve (12) months.

SUPERVISOR'S REMARKS:

EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)

DATE: 1/4/07

SIGNATURE OF SUPERVISOR:

DATE: 1/4/07

SIGNATURE OF WITNESS:

DATE: _____

04/27/2010 12:42 7862434548

RSS TURKEY POINT

PAGE 02/07

WNS 108
Attachment 1
Revision 4

EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE



EMPLOYEE NAME: Crystal Smith DATE: 04/09/08
 AREA: N/A FACILITY: PTN SS #: 591-64-9196

TYPE OF ACTION: ☒ ORAL WARNING ☐ WRITTEN WARNING
☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.
☐ SUSPENSION for _____ Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

On 03/24/08 you reported to training late at 0430 hrs because you overslept. This is your first late in a rolling twelve month period. Per WNS Policy 107 this is a Level III violation and you are receiving a verbal counseling.

CORRECTIVE STEPS REQUIRED:

All Security Force members must be present for training at the scheduled time, in this case 0400hrs.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

Should you repeat this offense again before 03/24/09 you will be issued a written reprimand.

SUPERVISOR'S REMARKS:

EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)

Crystal Smith DATE: 4-10-08

SIGNATURE OF SUPERVISOR:

[Signature] DATE: 4-10-08

SIGNATURE OF WITNESS:

DATE: _____

W-23 (06/30/06)

Disposition of Form: Personnel File

04/27/2010 12:42 7862434640

RSS TURKEY POINT

PAGE 06/07

WNS 108
Attachment 1
Revision 4

EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE


WackenhutEMPLOYEE NAME: RUBEN RODRIGUEZ DATE: 6/21/07
AREA: Security FACILITY: Turkey Point Plant SS #: N/ATYPE OF ACTION: ☒ ORAL WARNING ☐ WRITTEN WARNING
☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.
☐ SUSPENSION for _____ Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

Employee did not report to work at the designated time of 0530.

CORRECTIVE STEPS REQUIRED:

Report to work by the designated starting; notify supervision if this is not possible.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

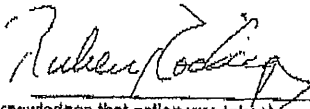
In accordance with WNS Policy 107, a second late within twelve (12) months will result in additional disciplinary action.

SUPERVISOR'S REMARKS:

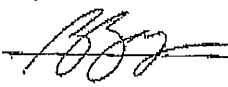
EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)

DATE: 5/22/07

SIGNATURE OF SUPERVISOR:

DATE: 5/21/07

SIGNATURE OF WITNESS:

DATE: _____

04/27/2010 12:42 7862434540

RSS TURKEY POINT

PAGE 04/07

WNS 108
Attachment 1
Revision 4

EMPLOYEE DISCIPLINARY/CORRECTIVE ACTION NOTICE


Wackenhut
EMPLOYEE NAME: Alancia Singh DATE: 1/25/07AREA: Security FACILITY: Turkey Point SS #: _____

TYPE OF ACTION: ☒ ORAL WARNING ☐ WRITTEN WARNING

☐ FINAL WARNING: Your job is in jeopardy. Failure to comply with the conditions of the warning will result in your termination.

☐ SUSPENSION for _____ Days. ☐ DISCHARGE

REASON(S) FOR DISCIPLINARY ACTION:

In accordance with WNS Policy 107, an oral warning is being issued because employee did not report to work by the required starting time of 0530. Employee reported @ 0533. This is the employee's first late report.

CORRECTIVE STEPS REQUIRED:

Adjust morning time schedule so that you will report to work on time.

ACTION TO BE TAKEN IF ISSUE IS NOT CORRECTED:

In accordance with WNS Policy 107, another late report prior to 1/25/08, will result in additional disciplinary action.

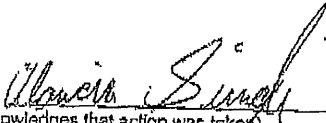
SUPERVISOR'S REMARKS:

I believe that it is your desire to be on time. Let me know if there is anything I can do to help you succeed.

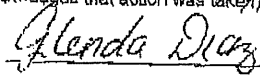
EMPLOYEE'S COMMENTS:

SIGNATURE OF EMPLOYEE:

(Signature does not mean agreement but acknowledges that action was taken)


DATE: 1-26-07

SIGNATURE OF SUPERVISOR:


DATE: 1-26-07

SIGNATURE OF WITNESS:




DATE: _____

W-23 (06/30/06)

Disposition of Form: Personnel File

EMPLOYER'S EXHIBIT 17

POLICY MANUAL		 Wackenhut	
WPO-1311 (RSS) REGULATED SECURITY SOLUTIONS			
FORMERLY WNS 111	PROMOTION POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 3

1.0 PURPOSE

- 1.1 The purpose of this procedure is to establish a standard for promotion of Regulated Security Solutions (RSS) Security force personnel.


2.0 DEFINITIONS

- 2.1 The DA is the Designated Alternate for the RSS Project Manager or Security Shift Supervisor
- 2.2 Security Shift Supervisors are defined as the highest-ranking RSS supervisor on a security shift.
- 2.3 The promotion board is defined as a board comprised of individuals selected by the Project Manager to recommend individuals for promotion.
- 2.4 Promotion is defined as advancement to a position above the security officer classification, excluding the Project Manager Position.

3.0 RESPONSIBILITY

- 3.1 The RSS Project Manager/DA is responsible for administering this procedure for employees under his/her supervision.
- 3.2 Security supervision is responsible for administering this procedure as it applies to employees under their supervision, including:
- 3.2.1 Ensuring that all RSS employees understand and acknowledge the requirements of this procedure.


Frank Finch	01.01.2007		
Prepared By	Date		
Shawn Kirven	01.01.2007	Eric Wilson	01.01.2007
Reviewed By	Date	Approved By	Date

POLICY MANUAL		 Wackenhut	
WPO-1311 (RSS) REGULATED SECURITY SOLUTIONS			
FORMERLY WNS 111	PROMOTION POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 3

- 3.3 All RSS employees are responsible for knowing the contents of this Promotion Procedure.

4.0 POLICY

- 4.1 This procedure outlines the guidelines to be used by the Project Manager/DA. Development of the examinations, oral questions and grading sheets to be used for the promotion process is the responsibility of the site Project Manager/DA. These shall be approved by the Director, Nuclear Operations or the Vice President, Nuclear Operations, prior to use. Questions (written and oral) must be administered consistently.
- 4.1.1 The grading categories in Section 4.10 of this procedure shall be weighted equally.
- 4.1.2 The Project Manager/DA will develop a grading point system for each category taking into consideration the weighted value requirements in Section 4.1.1. This grading point system shall be reviewed by the Director, Nuclear Operations and/or the Vice President, Nuclear Operations prior to use. Any grading point system must be administered consistently.
- 4.2 Management Testing or Profile Inventory testing shall not be used in the promotion process.
- 4.3 The RSS policy for filling new positions, open positions or vacancies in the supervisory or staff ranks is to promote from within the organization whenever possible. When vacancies occur, an evaluation will be conducted and the "best qualified" employee will be selected.
- 4.4 RSS management may temporarily fill the vacant position without following the promotion policy. The selection of an interim replacement is at the discretion of RSS management.
- 4.5 Vacancies will be posted. Posting shall contain all pertinent information about the position and shall be posted a minimum of ten (10) days prior to the deadline for submitting resumes or letters of interest. At a minimum, the following information shall be contained in the position posting.

POLICY MANUAL WPO-1311 (RSS) REGULATED SECURITY SOLUTIONS		 Wackenhut	
FORMERLY WNS 111	PROMOTION POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 3

- Position Title.
- Shift and Hours.
- Salary or Hourly Wage.
- Minimum Requirements for the Position (experience, required skills, armed qualification, physical requirements, training, etc.).
- Job Description (duties, responsibilities, physical requirements).
- Time period for submitting resumes or letters of interest.

4.6 The minimum requirements for each position posted shall be determined by the site Project Manager/DA.

- 4.7 Resumes and/or letters of interest shall be submitted to the Project Manager. Upon receiving all resumes or letters of interest, the Project Manager/DA shall conduct a basic review to see that each individual meets the minimum requirements for the open position or vacancy. Those that meet the minimum requirements shall be considered by the promotion board. Failure to meet these prerequisites will preclude further consideration for promotion.

4.8 Those employees selected for consideration will be notified by the Project Manager and scheduled for examination(s) and an appearance before the promotion board.

4.9 The members of the promotion board shall be determined by the site Project Manager/DA.


4.9.1 The promotion board will consist of a minimum of three members.

4.9.2 The promotion board shall consist of at least the following:

- Assistant Project Manager or Operations Supervisor (if the positions exist at the site)
- Security Shift Supervisors/DA
- Training Coordinator (lead trainer) or other supervisors designated by the Project Manager/DA


4.10 The promotion process consists of several stages. The required stages are as follows:

- Written Examination
- Promotion Board Oral Questions and Interview
- Review of performance appraisals, attendance, achievements and disciplinary actions
- Review of educational background
- Board Interaction and review

POLICY MANUAL			
WPO-1311 (RSS) REGULATED SECURITY SOLUTIONS		Wackenhut	
FORMERLY WNS 111	PROMOTION POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 3

- 4.11 **Written Examination** - The Project Manager/DA or promotion board shall administer a written examination to applicants being considered for promotion. The same examination will be administered to all applicants. The Project Manager/DA shall be responsible for assigning other supervisors the responsibility of developing the written examination. It is recommended that supervisors with expertise in the specific area being tested should develop the questions.
- 4.12 **Promotion Board Oral Questions and Interview** - Each applicant for promotion will be required to appear before the promotion board for an oral question and answer session. The same oral questions will be administered to all applicants. The Project Manager/DA shall be responsible for assigning other supervisors the responsibility of developing the relevant questions to be posed to the applicants for promotion.
- 4.13 **Review of Performance Appraisals, attendance, achievements and disciplinary actions** - The promotion board members shall review personnel file documents for each applicant for promotion.
- 4.14 **Review of Educational Background** - The promotion board shall review the educational background of each applicant for promotion. Education achievements should be considered only if they are related to the job requirements.
- 4.15 **Board Interaction and Review** - The decision of the board is not based solely on the points earned in 4.9 through 4.12 above. The points serve as a good starting point to select the finalist. Also taken into consideration will be the individual's technical and leadership skills, performance record and overall qualifications. From this compiled information, the board will then select the best-qualified individual(s) for promotion.
- 4.16 After the promotion board has made its final selection, the board will notify the Project Manager/DA and submit the promotion recommendation to the Project Manager/DA for concurrence.
- 4.17 **Notification Process** - The Project Manager retains final approval on all site promotions. After concurrence by the Project Manager/DA, the employee selected for promotion will be notified by the Project Manager/DA. Following this notification, the employees not selected will be notified by the Project Manager/DA and be given the opportunity to receive a one-on-one briefing giving them a chance to ask questions about their performance. They will also receive a constructive verbal report on areas for improvement.

5.0 RECORDS

POLICY MANUAL		 Wackenhut	
WPO-1311 (RSS) REGULATED SECURITY SOLUTIONS			
FORMERLY WNS 111	PROMOTION POLICY AND PROCEDURE	EFFECTIVE November 02, 2007	REVISION 3

5.1 The Project Manager/DA shall ensure that the documents used in the selection process are retained indefinitely. At a minimum, the following documents will be retained.

- A copy of the original job posting.
- Resumes or letters of interest.
- The original test and answer sheets
- Promotion Board score and tabulation sheets

6.0 FORMS

NONE

EMPLOYER'S EXHIBIT 18



ONE on ONE FORM

NAME: Espinoza, Wilmer	DATE: 6/21/09
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED: Job Performance	
Review Objectives (Comment): Lt Espinoza has met all objectives for the month of May.	
Review Development Plan (Comment): Lt Espinoza will conduct job performance Observations and log those observations once a week as well as complete required amount of drills per month.	
Review Current Performance (In line with WNS objectives): Lt Espinoza current performance does fall within WNS objectives. Lt Espinoza had one unexcused call out for the month of May. All benefit time has been exhausted, any further call outs will be unexcused until a determination can be made by management.	
Task Assigned During One-on-One: Lt. Espinoza will prepare his Security Officers for upcoming Tri Annual drills. Lt Espinoza will ensure responders understand target sets and their importance to safe shut down. Lt Espinoza will conduct response drills with his Officers to further their knowledge on tactics and deployment to defensive positions. Lt Espinoza will issue quarterly one on ones to his assigned Officers for the second quarter.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Follow-up on previous assigned task from last One-on-One: Lt Espinoza did perform all tasks assigned for May.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee:

Date: 6/21/09

Printed Name of Administer

C Feldman

Title:

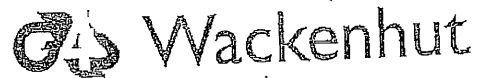
SSS

Signature of Administer

C Feldman

Date:

6/21/09



ONE on ONE FORM

NAME: Jean-Baptiste, Ludgy	DATE: 12/31/09
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly (check one)	
TOPICS TO BE DISCUSSED: Job Performance	
Review Objectives (Comment): Lt Jean-Baptiste has met all objectives for the months of October and November.	
Review Development Plan (Comment): Lt Jean-Baptiste will conduct job performance Observations and log those observations once a week as well as complete required amount of drills per month. All drills and observations will be turned into the Security Shift Supervisor in a timely manner.	
Review Current Performance (In line with WNS objectives): Lt Jean-Baptiste current performance does fall within WNS objectives.	
Task Assigned During One-on-One: Lt Jean-Baptiste will emphasize Security Fundamentals with his Security Officers on a daily basis to help minimize Human Performance Errors.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Follow-up on previous assigned task from last One-on-One: Lt Jean-Baptiste performed all tasks Assigned for the months of October and November.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee: Ludgy J. Baptiste Date: 01-02-10

Printed Name of Administer: C. Feldman Title: SSS

Signature of Administer: C. Feldman Date: 1/2/10



ONE on ONE FORM

NAME: <u>M. CONCHA</u>	DATE: <u>01/10/10</u>
FREQUENCY: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input checked="" type="checkbox"/> Monthly (check one)	
TOPICS TO BE DISCUSSED:	
Role and Responsibilities as a WNS Supervisor	
Review Objectives (Comment):	
Continue your development with learning the role and responsibilities in the Alarm Station and as a Back up Security Shift Supervisor.	
Review Development Plan (Comment):	
Lt. Concha minimum requirements for the month of December were not completed in a timely manner.	
Review Current Performance (In line with WNS objectives):	
Lt. Concha has received a written warning for the incomplete drills for the month of December.	
Task Assigned During One-on-One:	
A drill and Observation will be handed in weekly.	
Suggestions for Improvement (Ask for feedback concerning Safety, SCWE, Day-to-Day Operations):	
Follow up on previous assigned task from last One-on-One:	
Remember the requirement for Observation has increased to 5 (Five) per month.	

By signing this form, the employee acknowledges receipt of this action.

Signature of Employee: _____

Date: _____

Printed Name of Administerer: CHARLOTTE JOHNSONTitle: Security Shift Supervisor

Signature of Administerer: _____

Date: _____

2009 Performance Objectives & Development Plan NAME Rating Period January 01, 2009 – December 31, 2009	
I. Position	
Shift Lieutenant	Date Administered: 03/04/10
II. Personal Information	
Performance Rating Period: 01/01/2009 – 12/31/2009	Location: Turkey Point
Name: Juan Martínez	Manager: Ray Perez
III. Performance Standards	
<p>Performance Standards describe a job acceptably done. They establish the baseline or acceptable level of performance and are the basis for establishing objectives. All employees are required to perform satisfactorily in the standards below regardless of his/her level. If there is an opportunity identified, there MUST be a SMART (Specific, Measurable, Appropriate, Reasonable, Timebound) objective added to the Objectives section.</p> <p>The following grading criteria will be utilized:</p> <p>Rating of 1 = Does not meet expectations (The employee has failed to part or all of the expectations as measured)</p> <p>Rating of 2 = Meets Expectations (The employee has completed and performed this objective well and has met the intent as described to them during the administering of these objectives)</p> <p>Rating of 3 = Exceeds Expectations (The employee has went above and beyond what the intent of the objective was and through those actions has significantly impacted business)</p>	
IV. Behavior Expectations = 25%	
<u>Focusing on the Customer</u>	
<ul style="list-style-type: none"> Projects positive and "can do" image.. Seeks to exceed service expectations.. Communicates well, with courtesy and effectiveness. 	
Measurement: Managers Observation	Rating: 1
<u>Results Attainment</u>	
<ul style="list-style-type: none"> Achieves expected results on time. Manages conflicting demands on time by identifying and focusing on priorities. Readily responds to a changing work environment and to changing work priorities. 	
Measurement: Managers Observation	Rating: 1
<u>Setting Strategic Direction</u>	
<ul style="list-style-type: none"> Communicates a vision for the future and determines strategies to accomplish it. Keeps elements of the strategy consistent, practical, achievable and complimentary. Seeks to deploy strategies that will generate short-term gain and long-term success for all stakeholders. 	
Measurement: Managers Observation	Rating: 1
<u>Communication</u>	
<ul style="list-style-type: none"> Listens effectively and responds appropriately. Shares information with others in a timely, clear, and professional manner. Writes and speaks effectively. Uses positive, non-threatening communication style. 	
Measurement: Managers Observation	Rating: 1
<u>Demonstrates and Drives G4S Values</u>	
<p>Customer Focus – Have close, open relationships with our customers that generate trust and work in partnership for the mutual benefit of our organizations.</p> <p>Expertise – Develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution.</p>	

Performance - Challenge yourself and your employees to improve performance year-on-year and to create long-term sustainability.

Best People – always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values.

Integrity – Always be trusted to do the right thing.

Collaboration & Teamwork - Collaborate with other G4S entities for the benefit of G4S as a whole.

Measurement: Managers Observation

Rating: 1

Overall Rating for this Section: 1

Comments: Lt Martinez does not seek to exceed expectations. Rarely achieves expected results on time, does not communicate a vision for the future and does not develop a strategy to accomplish it. Also does not listen effectively.

V. Additional Standards = 50%

1. Objective: Promote TEAMWORK

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Maintains a cooperative, productive, teamwork environment.
- Do what you say you are going to do.
- TRUST BUT VALIDATE.
- Demonstrate and reinforce high standards during shift briefs, meetings etc.
- Develops employees through job coaching/mentoring and performance feedback.
- Encourages participation in use of Security Fundamentals and HU Tools to support event-free performance.
- Encourage/reinforce a culture that invites open/honest feedback. Act positively on the feedback.
- Embrace and support "best practices" processes, communicates and enforce these principles.
- Acknowledge and accept ownership of a problem until it is resolved.
- Effectively utilize Lessons Learned and share experiences within the organization.
- Celebrate and provide positive recognition when warranted.
- Effectively promote use of Corrective Action Program.
- Actively be engaged in shift activities. Know what is going on with your shifts.
- Be consistent in the application of WNS procedures.
- Effectively communicate expectations and provide adequate oversight to ensure projects are completed as expected.
- Ensure completion of minimum four (4) observations monthly (one (1) per week).
- Actively engage work force to present ideas for cost improvement opportunities.
- Promote professionalism
- Sets the example in professionalism, appearance and attendance.
- Builds an atmosphere of mutual trust, respect, cooperation and integrity.
- Cultivates commitment and engagement of the team to achieve organizational goals and assignments.
- Proactively addresses any influence that impact the team's performance.
- Complete a minimum of five (5) shift turnover briefings mentored by the SSS.
- Understand and learn to initiate CR's and W/O.
- Promote WNS action plan to improve site performance.
 1. Improve Safety culture
 2. Improve attendance
 3. Improve Leadership
 4. Improve recognition & rewards

Rating: 1

2. Objective: Labor Relations

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Knows/understands/recognizes and abides by the confines of the local Collective Bargaining Agreement to prevent violations.
- Maintains positive working relationship with and observes the rights of the Client and all employees.
- Appropriately address all official concerns and complaints forwarded by employees through proper processes (Examples Intimidation, Harassment, Compliance violations, Safe-2-Say allegations etc.
- Fair and objective toward employees in making decisions and assignments, and issuing discipline.

Rating: 2

3. Objective: Provide Customer Service

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Provides timely, thorough, accurate and effective updates to SSS pertaining to shift status. Provides proactive solutions to problems.
- Maintains a positive working relationship with all team members and client personnel through cooperative effort.
- Follows through on promised actions and manages the Security Team performance to meet management expectations.
- Provide cost saving recommendations/initiatives that would add value to the organization.
- Organizes work effectively and uses available resources.
- Ensures contingency plans are in place to overcome issues or events that may be a barrier to achieving goals.
- Meets timelines and commitments.
- Validates applicability of current policy / procedures prior to use.

Rating: 1

4. Objective: Accountability

Status: On-going

Begins: January 01, 2009

Ends: December 31, 2009

Specific Objectives:

- Model the organizational values.
- Not contribute to any loggable event(s) as a result of failure to provide/ensure adequate PJB for any Infrequent or First time evolution.
- Hold employees accountable to organization, department and team processes, methodology (e.g. Security Fundamentals, SCWE, Safety, HU)

Rating: 2

Overall Rating for this Section: 2

Comments: Lt. Martinez does not acknowledge and accept ownership of a problem until it is resolved.


Specific Objectives 25%

Objective # 1 No attendance issues that result in discipline application of the WNS Attendance Control Policy.


Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009

Specific Objective: N/A

Rating: 1

Objective # 2 Successful completion of monthly objectives.			
Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009			
Specific Objective: Complete 1 observation per week and document on appropriate form a total of 4 per month.			
Rating: 1			
Objective # 3 Complete quarterly One - on - One with respective Officers.			
Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009			
Specific Objective: N/A			
Rating: 2			
Objective # 4 Complete required drill expectations. Four (4) per month. Limited Scope/Table Top/Response/Performance			
Status: On-Going Begins: January 01, 2009 Ends: December 31, 2009			
Specific Objective: Contact SSS if assistance is needed to complete task.			
Rating: 1			
Overall Objective Rating for Grading Period: 1			
Comments: At times did not complete required observations or drills for the month.			
Received & Acknowledged:			
The time and date stamp and typed in signature block (or signed) below indicates that I have seen these objectives and have reviewed them with my manager.			
Date:	11 Nov 10	Time:	1308
Signature:			

EMPLOYER'S EXHIBIT 19

POLICY MANUAL WPO-1318 (RSS)	 Wackenhut
Safety Conscious Work Environment (SCWE) and Employee Satisfaction Process (for Regulated Security Solutions Division)	
Effective Date: 06/01/09 Supersedes: WPO-1318 (WNS) Safety Conscious Work Environment (SCWE) Policy and Procedure	Related Policies and Forms: WPO-1313a (RSS) Safe-2-Say Program Posters, WPO-1313 (RSS) Open Door and Safe-2-Say Program

Purpose

The purpose of this procedure is to identify and state the Regulated Security Solutions (RSS) formal policy concerning the cultivation of, and continued support of, a Safety Conscious Work Environment (SCWE), individual employee responsibilities, and the monitoring of site work cultures that affect SCWE.

Additionally, this procedure defines and promotes a strong corporate commitment to monitoring employee satisfaction in regards to their work environments and to identifying and developing improvements based upon employee input.

Definitions

Organizational Culture – Those personal attributes collectively exhibited by the work force that reflect their personal values, work ethics, interactions and deportment while on-the-job.

Safety Culture – An organization's values and behaviors – modeled by its leaders and internalized by its members – that serve to make nuclear safety the overriding priority.

Safety Conscious Work Environment (SCWE) – A work environment where all members of the organization are free to raise concerns without retaliation. It is one element of a strong nuclear safety culture.

Policy

The following principals are embraced by Regulated Security Solutions (RSS) and support a continued strong nuclear safety culture:

- Everyone is personally responsible for Nuclear Safety.
- Leaders demonstrate commitment to Safety.
- Trust permeates the organization.
- Decision-making reflects Safety first.
- Nuclear technology is recognized as special and unique.
- A questioning attitude is cultivated.
- Organizational learning is embraced.
- Nuclear Safety undergoes constant examination.

To support of the principals of a strong Nuclear Safety Culture, it is expected that all RSS employees will exhibit specific attributes and behaviors that will ensure all concerns and issues are brought forward and appropriately addressed.

RSS corporate will provide the support, guidance and direction to ensure that a strong Nuclear Safety Culture exists within our site security organizations.

RSS corporate and site personnel will support all client initiatives to ensure that a strong Nuclear Safety Culture exists and is promoted throughout the security organization

Responsibility

The President, RSS, has the overall responsibility for implementation and maintenance of this policy.

The RSS Vice President, Nuclear Operations, has the overall responsibility for the administration of this policy.

The RSS Directors, Nuclear Operations have the responsibility for managing and ensuring that their assigned sites meet the expectations that are detailed within appropriate sections of this policy.

The RSS Project Managers are responsible for managing appropriate sections of this policy at their assigned location.

The RSS Shift Supervision is responsible to maintain open communication with the security personnel under their command and receive and address concerns and issues enthusiastically and work to promptly resolve them.

The RSS Director of Quality Assurance/SCWE is responsible to conduct periodic evaluations of the security force populations to measure understanding of, and compliance to, all RSS SCWE initiatives.

- Site assigned RSS Managers, Process Improvement, report directly to The RSS Director of Quality Assurance/SCWE, in regards to all SCWE and Employee Satisfaction issues and processes.

The RSS Director of Training and Compliance is responsible for the management and update of the division SCWE training program, and the scheduling and conduct of that training.

All RSS employees are responsible for maintaining a questioning attitude and promptly notifying RSS Management of all concerns and issues that relate to Nuclear Safety. They are also responsible to be truthful and accurate in all matters that communicate their concerns/issues in regards to job satisfaction.

Expectations

All RSS managers, from President, RSS through site supervisors, shall exhibit the following work place behaviors:

- Daily execute the expectations of the division "Open-Door" policy and adhere to the basic management principle of being available to the employees when in the field.
- Be aware of an employee's reluctance to raise safety concerns.
- Be aware that persons who bring issues forward are engaged in "Protected Activity".
- Be aware of an employee's quality of work life concerns.
- Be aware that persons who bring quality of work life issues forward be treated with respect.
- Understand the impact of negative quality of work life activities on RSS employees.
- Understand the impact of an adverse action against a person engaged in protected activity.
- Understand the importance of protecting the identity of persons who bring nuclear safety issues forward.
- Have good listening skills; seek input and express appreciation of employees who raise concerns.
- End each subordinate contact with: *"Do you have any concerns or issues that you would like to bring to my attention at this time? You understand that you can bring any concern or issue to me at any time, and that is my responsibility and desire to get back to you within a reasonable time."*
- Sign and execute each aspect of the RSS "Leadership Pledge" and "Management Challenge"

All RSS employees shall exhibit the following work place behaviors:

- Take individual responsibility for reporting concerns.
- Clearly communicate the concern and confirm that the person who receives the concern understands it.
- Be willing to suggest resolutions to concerns and participate in their resolution.
- Follow-up on the concern to ensure that it was adequately addressed.
- Show respect for other employees who identify concerns
- Participate in all activities in which surveys are provided to measure SCWE and Employee Satisfaction.

SCWE Training

All RSS employees are expected to complete – at a minimum – the divisional SCWE training program.

All RSS Site staff and Supervisors are expected to complete the SCWE for Leaders training program. This includes reading the required booklets, and reviewing the associated Power Point presentation. At the end of the training, each individual will be required to take a written exam and attain no less than 80% on that exam; Failure to attain an 80% score will require a single re-test within 3 working days. It is expected that personnel who require a re-test will use the 3-day period to study the materials. If the individual fails to achieve an 80% score on the second attempt, that individual will require a counseling session with his/her direct supervisor regarding whether or not the individual will remain in a supervisory position. If the counseling session determines that the individual will be retained within that rank, the Division President must be contacted for authorization to do so.

The results of all SCWE training – exams – will be reviewed by Headquarters staff and copies maintained within individual personnel files.

It is expected that all Project Managers will ensure that all RSS personnel at their site have completed required SCWE training and it is expected that all Project Managers continue to monitor SCWE training requirements through the Director for Training and Compliance.

Monitoring SCWE/Employee Satisfaction - Surveys

Monitoring the effectiveness of this policy will be a continuous process. There will be processes in place for individual officers to provide their input and responses into a RSS SCWE and Employee Satisfaction score card form that will require answers through a normal curve distribution.

The RSS Director of Quality Assurance/SCWE will conduct score card surveys of no less than ten [10] and no more than twenty five [25] security officers randomly selected from each of the nuclear facilities active payroll rosters. The score card will be composed of no less than five (5) and no more than ten (10) questions [Example attached]. The questions will include those that effectively measure SCWE Knowledge, Safety Culture and/or Job Satisfaction levels. The process of distributing and collecting the score card results will be as follows:

1. The RSS Director of Quality Assurance/SCWE A will randomly select a specified number of employee names from each of the nuclear site rosters.
2. The Director will email to the Project Manager of each site, the names of officers selected for the score card.
3. Attached to the email will be a score card form for each officer to complete – during work hours – which will require answers to be checked off by the employee through a normal curve distribution. The score card form will also have instructions on the expectations for its return to RSS.
4. The Project Manager or designee will be instructed to print-out the score card form and provide the score card form, along with a plain unmarked envelope, to the selected officers. The officers

should complete the score card during work hours, place the completed score card in the unmarked envelope, seal the envelope and return it to the Project Manager or a designee.

- a) The site RSS Manager, Process Improvement is considered the site contact and designee for all matters concerning the survey process. That individual will assist the project manager in expediting the distribution and collection of the surveys
5. The completed score card forms, and the envelopes in which the forms are sealed– are not to have any names attached, which would associate the employee with the forms. The sealed envelopes will be placed in a larger envelope by the Project Manager or designee, and mailed to the RSS corporate address specified within the email message.

Ideal Facility – Action Levels

1. Upon receipt of the completed score cards from each nuclear site, the RSS Director of Quality Assurance/SCWE or designee will enter the results of the score cards into specific, divisional designated formats that will track the responses monthly. These may include an Excel specific spreadsheet, and "Keystone" SCWE data base.
2. Final SCWE and Employee Satisfaction results are graded on the "Ideal Facility" color coded process. Management actions will be based upon those levels:
 - a) Green – Process is operating at 85% to 100%. No management action required.
 - b) White – Process is operating at 70% to 84%. Management action required for this stage is at the Project Manager level.
 - Project Management is required to interface with shift officers, review any negative text responses, and provide courses of action to address negative responses and improve trends.
 - Project Management shall document those actions and report them to his/her RSS Director of Operations.
 - c) Yellow – Process is operating at 69% to 55%. Management action required for this stage includes RSS Operations Director and RSS Vice President Interface.
 - Project Management is required to interface with all hands during shift briefings, review any negative text responses, and provide courses of action to address negative responses and improve trends.
 - Project Management shall document those actions and report them to his/her RSS Director of Operations.
 - The Director of Operations shall require that the Project Manager conduct an extended survey format focusing on the negative text responses and associated statement that show a high level of selections from "Neutral" to "Strongly Disagree".
 - The RSS Director of Quality Assurance/SCWE and or designee, will provide to the PM and the Director the extended survey format, and will receive the results of that survey.
 - The results of the extended survey will be communicated to the RSS Operations Director and the RSS Vice President. The Vice President will direct that the PM

develop a corrective action plan, which shall include specific task commitments and milestones to improve performance.

d) Blue – Process is operating at less than 55%. Management action required for this stage includes RSS Operations Director, RSS Vice President and RSS President interface.

- Project Management is required to interface with all hands during shift briefings, review any negative text responses, and provide courses of action to address negative responses and improve trends.
- Project Management shall document those actions and report them to his/her RSS Director of Operations.
- The Director of Operations shall require that the Project Manager conduct an extended survey format focusing on the negative text responses and associated statement that show a high level of selections from "Neutral" to "Strongly Disagree".
- The RSS Director of Quality Assurance/SCWE and or designee, will provide to the PM and the Director the extended survey format, and will receive the results of that survey.
- The results of the extended survey will be communicated to the RSS Operations Director and the RSS Vice President. The Vice President will direct that the PM develop a corrective action plan, which shall include specific task commitments and milestones to improve performance.
- Failure to improve performance to at least "White levels" will result in involvement of the RSS President to take action to correct. This may include directing the RSS Director of Quality Assurance and SCWE, to conduct on-site evaluations, to be followed up by appropriate management actions.

(Management Team Meeting 4/16/09)

Data Base – Survey Products

The SCWE and Employee Satisfaction data bases may be maintained within two (2) separate platforms. The first platform is an Excel Spreadsheet which is developed to track and measure each response form's selected distribution as well as those text responses (written) by each responding employee. The text responses are transcribed onto the spreadsheet as closely as possible to the form on which the responses were provided.

The second platform is within a system known as "Keystone" which is a Total Quality Management data base platform. Input is the same as Excel, except that those responses that are input can be called up and tracked for specific sites over specific periods. It is expected that Keystone will be the final input platform for all SCWE and Employee Satisfaction Survey results.

Products that are currently utilized are a Spreadsheet that details each site's SCWE and Employee Satisfaction score which is based upon the numbers of responses falling into the positive side of the curve (Strongly Agree, Agree); a product that shows the percentage of participation versus those officers selected; and a quarterly "Roll-up" report for all sites that show the following data points:

- Number of site employees selected versus the number responded.
- Percentage "score"
- Selection distribution block for all survey questions showing the total number responding for each statement across the distribution curve.

- Individual site information reflecting the above data for posting and follow-up by site management.

Closing the Loop – Survey Follow up - Confidentiality

During each survey Roll-up evolution, each site will be provided with the survey scorecard distribution results and the text responses received. Under no circumstances should any Project Manager view the roll-up information as a negative; these efforts shall be reviewed as a positive tool and an opportunity to improve.

As detailed within the "Monitoring" section, it is the RSS President's expectation that each Project Manager will use the survey roll-up report and address the responses and comments during shift briefings. There shall be absolutely no attempt by Project Management or staff to identify individual employees who may have been the source of the responses and comments.

In any case in which an individual officer comes forward to management and identifies themselves as a respondent to one of these surveys, the Project Manager shall immediately notify his/her Director of Operations, and the RSS Director of Quality Assurance/SCWE, who will conduct an interview with the officer to determine if there was any adverse employment actions in regards to the individual, and reinforce the importance of confidentiality in all SCWE matters, to include Employee Satisfaction. The Project Manager shall not identify this individual to any site level RSS employee or client personnel, but may divulge the individual's identity in response to any specific NRC inquiry. (DC Cook 2008)

The Project Manager shall cover the comments during shift briefings over a week's period, such as a few comments per briefing. The Project Manager shall discuss any responses to the comments, if applicable, and upon completion of the follow-up, the briefing document that details the responses and corrective actions taken or planned shall be posted for no less than 30 and no more than 60 days in a common area where all ongoing and off going officers may view.

Additionally, it is also expected by the RSS President, that each site's Director will address the Roll-up responses and comments during client meetings and be so recorded within the mandatory meeting minutes.

Special Surveys

Each site is provided with a "Special" Survey form which is basically focused on Employee Satisfaction. These forms have been distributed to the sites and are made available by management. Officers may use these at any time to provide feedback to corporate management. The completed and submitted survey forms are sent to the RSS Director of Quality Assurance/SCWE and then on to the RSS President.

Actions resulting from the execution of these forms are directed by the RSS President and may include assignment of investigative staff, phone contact with the concerned individual (if the individual provides that information) and conferences with site management.

During all activities resulting from the execution of these forms, the identity of any respondent will be held in confidence if that respondent provides their identification in the response.

"Drill Down" Surveys

These surveys may be used to examine further any issues involving:

- Allegations of a Chilling Environment
- Allegations of harassment
- Allegations of intimidation

- Allegations of retaliation
- Allegations involving wrongdoing by any employee, in any position.

Contents of these surveys will be developed from specific recognized references such as Department of the Army Pamphlet 600-69 "Unit Climate Profile" and or NEI 97-05 "Nuclear Power Plant Personnel – Employee Concerns Program – Process Tools in a Safety Conscious Work Environment". These surveys are used to "drill deep" to identify and validate alleged causes.

Exit Interviews

The RSS Director of Quality Assurance/SCWE, will conduct monitoring of the results of exit interviews through a process that will ensure that all persons exiting employ of RSS do not have any Nuclear Safety Issues, and if they do, that appropriate measures (Safe-2-Say Inquiry / site visit) are implemented. On a quarterly basis, The RSS Director of Quality Assurance/SCWE, will require that each site electronically scan and transit all Exit Interviews received during each employee termination for that quarter.

The process will measure:

- Voluntary or Involuntary Exit
- Exit interview completed by employee, or management
- Date of Exit
- The exiting employee identified a Quality safety concern.
- The exiting employee Identified a Security/Regulatory concern
- The exiting employee identified other concern(s)
- Eligibility for rehire

The site RSS Managers, Process Improvement, will be required to ensure that this activity is completed as required. It is also expected that those managers will conduct the exit interviews and take immediate corrective action in the event exiting employees report concerns.

Negative Employee Satisfaction issues identified during this process will be logged and evaluated either by the Project Manager or the RSS Manager, Process Improvement.

Conferences – Employee Feedback

Periodically, the RSS Director of Quality Assurance/SCWE may coordinate conference calls with selected members of each site or directly with force members assigned to a specific site, to field SCWE and Employee Satisfaction Questions. The coordination will be conducted through each site's Director and Project Manager. The discussions may focus on recent survey responses, and what those employees recommend for corrective actions.

The calls will be made during normal business hours, and the contents of the call may be transcribed and posted at the sites. The Director reserves the right to schedule, or postpone the calls based upon measured interest exhibited by RSS employees to participate.

References

- WPO-1312 (RSS) Exit Interview Policy
- WPO-1313 (RSS) Open Door and Safe-2-Say Program and WPO-1313a (RSS) Safe-2-Say Program Posters
- RSS Lesson Plan LP-011 "Safety Conscious Work Environment"
- USNRC RIS# 2005-18 "Guidance for Establishing and Maintaining a Safety Conscious Work Environment"
- Army Pamphlet 600-69 "Unit Climate Profile"

- NEI 97-05 "Nuclear Power Plant Personnel – Employee Concerns Program – Process Tools in a Safety Conscious Work Environment
- Institute of Nuclear Power Operations (INPO) 2004 "Principals for a Strong Nuclear Safety Culture"
- Winston and Strawn "Understanding SCWE – A Handbook on Safety Conscious Work Environment"
- Conner and Winters, LLP "Safety Conscious Work Environment, The Practical Guide for Leaders, 2007/2008 Edition

Attachments

1. Scorecard Table--Example of Distribution
2. Roll-up Report--Site example – Response distribution totals
3. Example of site performance spreadsheet (SCWE and Employee Satisfaction Only)

Attachment #1: Scorecard Table--Example of Distribution

#1 SCWE Statements	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
1. Site management addresses safety issues in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I will report safety issues without fear of retaliation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Shift supervision listens to any safety issues I bring forward.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Corrective Actions are immediate and effective in fixing security equipment and addressing Safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I would feel free to contact the NRC if my management or the site did not address my safety concern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
#2 Employee Satisfaction Statements	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
1. I always have an opportunity to speak to the Project Manager or his/her designee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Management provides me with good training and equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I enjoy the work that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DATE :					

Attachment #2

Roll-up Report--Site example -- Response distribution totals

TOTALS					
TOTAL SCWE QUESTIONS					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SCWE STATEMENT #1	0	3	2	0	0
SCWE STATEMENT #2	0	2	2	1	0
SCWE STATEMENT #3	0	3	0	2	0
SCWE STATEMENT #4	4	1	0	0	0
SCWE STATEMENT #5	1	4	0	0	0
TOTALS	5	13	4	3	0
TOTAL EMPLOYEE SATISFACTION QUESTIONS					
EMP SAT STATEMENT #1	2	1	0	2	0
EMP SAT STATEMENT #2	4	1	0	0	0
EMP SAT STATEMENT #3	0	2	1	2	0
TOTALS	6	4	1	4	0
SCWE STATEMENT #1	I can discuss issues with my supervisors and management knowing that my input will remain confidential.				
SCWE STATEMENT #2	I report issues through the chain of command without fear of repercussions.				
SCWE STATEMENT #3	Project Management supports a Safety Conscious Work Environment				
SCWE STATEMENT #4	Our range instructors do not tolerate unsafe conditions or behaviors on the range				
SCWE STATEMENT #5	I understand the difference between Nuclear Safety and Industrial Safety				
EMP SAT STATEMENT #1	Shift Supervisors do a good job of leading the shift				
EMP SAT STATEMENT #2	I am very safe and comfortable in carrying my assigned weapons				
EMP SAT STATEMENT #3	I know that I can make an honest mistake and be treated fairly				
SCWE		Grade %		Points for each question	
STRONGLY AGREE	5	20		4.00	
AGREE	13	39			
NEUTRAL	4	8			
DISAGREE	3	3			
STRONGLY DISAGREE	0	0			
Total	25	70			
EMPLOYEE SATISFACTION		Grade %		Points for each question	
STRONGLY AGREE	6	40		6.67	
AGREE	4	20			
NEUTRAL	1	3			
DISAGREE	4	7			
STRONGLY DISAGREE	0	0			
Total	15	70			
ROLL-UP COMMENTS 1ST QUARTER 2009					
- Shift supervisors do only what is good for themselves and do not base leadership as a team effect. mistakes do happen but being treated fairly or equal to other fellow workers is very questionable.					

Attachment #3: Example of site performance spreadsheet (SCWE and Employee Satisfaction Only)

SCWE Survey Scorecards		Metric	65-100%	70-94%	55-69%	<55%
Customer Satisfaction		2.85%	65-100%	70-94%	55-69%	<55%
= No participation = Not selected this quarter						

QUARTERLY PERFORMANCE		1ST		2ND		3RD		4TH		ANNUAL AVERAGE	
LICENSEE	SITE	SCWE SURVEYS %	EMPLOYEE SATISFACTION %	SCWE SURVEYS %	EMPLOYEE SATISFACTION %	SCWE SURVEYS %	EMPLOYEE SATISFACTION %	SCWE SURVEYS %	EMPLOYEE SATISFACTION %	SCWE SURVEYS %	EMPLOYEE SATISFACTION %
CONTRUL	Gmra	77%	69%							77%	69%
ENTRERBY	Arkansas Nuclear One										
ENTRERBY	Grand Gulf										
ENTRERBY	River Bend										
ENTRERBY	Vermont Yankee										
ENTRERBY	Waldenford 3										
ENTRERBY	Palisades										
ENTRERBY	SalamHops Creek										
ENTRERBY	Summit	82%	82%							82%	82%
ENTRERBY	Monticello	81%	77%							81%	77%
ENTRERBY	Point Island	81%	83%							81%	83%
ENTRERBY	South Texas Project	84%	75%							84%	75%
ENTRERBY	COOK		80%								80%
ENTRERBY	Seabrook										
ENTRERBY	St. Lucie	84%	75%							84%	75%
ENTRERBY	Turkey Point	81%	75%							81%	75%
ENTRERBY	Point Beach	70%	75%							70%	75%
ENTRERBY	Zion										
Averages		82%	78%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	82%	78%

EMPLOYER'S EXHIBIT 20

UNDERSTANDING SCWE
A HANDBOOK ON SAFETY
CONSCIOUS WORK ENVIRONMENT

WINSTON
& STRAWN
LLP

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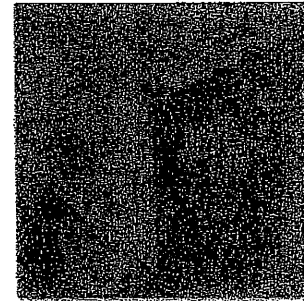
A SAFETY CONSCIOUS WORK ENVIRONMENT—OR

"SCWE"—IS OF CRITICAL IMPORTANCE TO THE NUCLEAR

INDUSTRY. THIS HANDBOOK OUTLINES SOME BASIC CONCEPTS

ABOUT A SCWE, DISCUSSES WHY IT IS IMPORTANT TO HAVE

ONE, AND DESCRIBES THE KEY ELEMENTS IN BUILDING ONE.



W H A T I S A S C W E ?

By now, most employees in the commercial nuclear industry have heard of the phrase Safety Conscious Work Environment. Although there is no formal regulatory definition of a SCWE, the following definition is often used:

a SCWE is an environment in which employees feel free to raise issues both to their own management and the NRC without fear of retaliation and in which those issues are prioritized and promptly resolved with feedback to the employee.

A SCWE, then, is one in which employees (or contractors) of a licensee are willing to speak out about potential nuclear safety issues or problems to their supervisor, manager, or others in the organization, or to the NRC if that person wishes. In a SCWE, employees will not hesitate to raise nuclear safety issues out of fear that they might be punished for doing so. In addition, a SCWE is characterized by responsiveness to issues when they arise.

Part of Safety Culture

A SCWE is part of a facility's overall Safety Culture. The NRC and others in the nuclear industry frequently use the term "safety culture" to mean the following:

that assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear safety issues receive the attention warranted by their significance.

In broad terms, safety culture refers to organizational concepts—including programs, human resources, and human performance—that foster an environment that recognizes the significance of and responds to safety issues. Conservative decision making on safety matters, for example, is one attribute that helps create a positive safety culture. Another example is a management bias in favor of resolving problems, rather than an instinct to justify the status quo in the face of potential safety issues. Instilling a model safety culture might include programs that recognize or reward a proactive, "safety-first" employee focus.

Associated with Safety Management

Another phrase sometimes used in conjunction with the concepts of SCWE and safety culture is Safety Management. The NRC has defined the term "safety management" to mean:

those arrangements made by the organization for the management of safety in order to promote a strong safety culture and achieve good safety performance, including (1) improving safety performance through planning, control, and supervision of safety-related activities, and (2) fostering a strong safety culture through the development and reinforcement of good safety attitudes and behavior.

A site can use an array of tools, or "arrangements," to manage safety. For example, "planning" tools include training and preventative maintenance, while tools for "control" include such things as organizational respon-

sibilities and procedure adherence. Tools for the "supervision of safety-related activities" could include a site's Quality Assurance function or Offsite Safety Review Programs. "Good safety attitudes" might be reflected in clear and reinforced management policies that emphasize the safety focus of the organization.

T H E R A T I O N A L E

Fostering a SCWE Makes Good Business Sense

Licensees have overriding short- and long-term interests in assuring that their plants (or other facilities such as research reactors or fuel facilities) operate safely. Those interests can only be achieved through the establishment of a workplace culture that is conducive to the raising and resolution of issues that might adversely impact safety.

In fact, the nuclear industry is frequently cited as an example of an industry that has achieved excellence in fostering work environments in which employees have—and readily use—avenues designed to capture and resolve safety concerns. In its periodic inspection reports, the NRC routinely concludes, typically based on asking workers whether they are aware of and will use those avenues, that plants exhibit a satisfactory SCWE. Many people make the point that the industry's

66. *[T]he nuclear industry is frequently cited as an example of an industry that has achieved excellence in fostering work environments in which employees have—and readily use—avenues designed to capture and resolve safety concerns.*

continually improving performance in recent years is at least in part attributable to work environments that ensure that safety issues are freely reported and are appropriately dispositioned. Employees in the nuclear industry should be proud of this reputation.

The NRC Encourages and Expects Licensees to Maintain a SCWE

There is no specific regulation requiring NRC licensees to maintain a SCWE. However, there certainly is a firm expectation by the NRC that all licensees will foster SCWEs, and the lack of a SCWE certainly could result in regulatory action.

This expectation—that employees should feel free to raise nuclear safety issues to management or to the NRC—is expressed in a May 1996 NRC Policy Statement, *Freedom of Employees in the Nuclear Industry to Raise Safety Concerns Without Fear of Retaliation*. The Policy Statement emphasizes the NRC's

expectation that licensees and other employers subject to NRC authority will establish and maintain a safety-conscious work environment in which employees feel free to raise concerns both to their own management and the NRC without fear of retaliation. A safety-conscious work environment is critical to a licensee's ability to safely carry out licensed activities.

In addition, although the NRC does not directly "judge" a facility's SCWE via a regulation, the NRC does oversee many different programs that are important to fos-

tering a SCWE. For example, Quality Assurance organizations and corrective action programs are examples of programs that the NRC does specifically require and oversee. These programs are important to a SCWE because they are vital to safety problem identification and corrective action.

Furthermore, a nuclear facility's SCWE is one of the three "cross-cutting" elements in the NRC's Reactor Oversight Process (ROP). A facility's SCWE is considered "cross-cutting" because it affects all seven of the ROP cornerstones—physical protection, initiating events, mitigating systems, barrier integrity, emergency preparedness, occupational radiation safety, and public radiation safety.

Moreover, the NRC helps ensure that workers feel free to raise concerns by enforcing regulations that prohibit retaliation against a worker because the worker reported a nuclear safety issue (e.g., 10 C.F.R. § 50.7).

6 Suggestions that the NRC implement a "SCWE Rule" have been rejected out of concern that fostering a SCWE is not a one-size-fits-all proposition—each facility must have the leeway to determine what programs and policies will best foster the desired work environment at that particular facility. In addition, a regulation would need to be enforced against objective criteria and standards, and an "environment" is not easily reducible to such measures.

So, while the NRC does not have (and, indeed, may never have) a regulation specifically requiring a SCWE, the NRC does have explicit expectations that licensees maintain such an environment.

THE FOCUS

What Kind of Safety Issues Are We Talking About?

The SCWE concept, and the NRC's interest in fostering SCWEs, relate specifically to the freedom of employees to raise nuclear safety issues. Other types of safety issues can and certainly do arise—particularly industrial and nonradiological occupational safety issues. Ideally, all organizations are "safety conscious" with respect to those types of issues as well as nuclear safety issues, and accordingly will appreciate employees who raise non-nuclear safety issues and will take the steps needed to resolve those issues. In fact, how management responds to the "small issues" that may have nothing to do with nuclear safety certainly may be important in establishing employee confidence that the "bigger issues" will be handled appropriately.

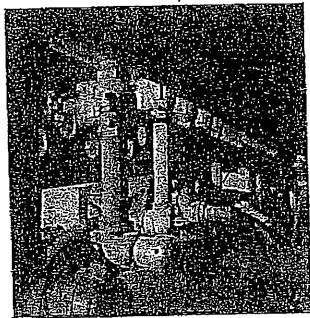
What Are Nuclear Safety Issues?

7 There is no specific definition of the phrase "nuclear safety issue." Generally speaking, the term is interpreted broadly to include issues that might be within the NRC's jurisdiction to regulate, including:

- Issues that affect the safe maintenance and operation of the reactor and associated safety systems and components;
- Radiological exposure (public and occupational) issues;

- Nuclear plant security issues (such as issues concerning barrier and access requirements); and
- Issues concerning appropriate safeguards controls.

Sometimes, the phrase "nuclear safety issue" is incorrectly viewed as a narrow category of issues. An issue may be a nuclear safety issue regardless of the avenue by which it is raised. For example, the employee need not raise the issue to a site's ombudsman in order to make it a nuclear safety issue. When an employee engages a supervisor to discuss the proper procedure to be used in performing maintenance on a safety-related system, the employee can be said to be raising a "nuclear safety issue." Nor does the issue need to be particularly significant or novel. Furthermore, the employee raising the issue need not announce that it is a "nuclear safety issue" in order for it to be so.



BUILDING A SOLID SCWE

Just as there is no "SCWE Rule," there is no universal "recipe" for creating a healthy SCWE. Nonetheless, the NRC's Policy Statement and lessons learned within the industry over the years provide a good description of the foundation of a SCWE at any nuclear facility. The following elements are among the most important to a SCWE.

Proper Management Attitude

A management attitude that promotes employee confidence in raising and resolving concerns is a fundamental aspect of a SCWE. Leadership that instills the proper emphasis on nuclear safety in maintenance and operations (e.g., leadership respect for procedure compliance and a commitment to continuous improvement) is also recognized as a key aspect of a desired "safety culture," as defined previously. After all, an organization's culture is created primarily by the people who work there, and the people most important for setting the tone of the culture are the organization's leaders, just as the conductor of an orchestra sets the tempo and tone of a performance. The NRC Policy Statement emphasizes:

it is important that licensees' management establish an environment in which safety issues are promptly identified and effectively resolved and in which employees feel free to raise concerns (emphasis added).

While all employees must share the commitment to foster a SCWE, the higher up in the organization an employee is, the more important it becomes for that employee to demonstrate his or her commitment to constructively listen to employee concerns and assure their resolution.

Of course, while safety must never be undermined by schedule or cost pressures, management is responsible for a host of other obligations. Competing obligations, as well as a broad perspective on the organization's needs, may lead to management decisions on technical, personnel, or other issues with which some employees might disagree, perhaps even disagreeing because the decision appears to chart a course that is not the most conservative from a safety perspective. In these situations, managers can help foster a SCWE by communicating the bases for the decisions made, including communicating assurances that the decision is consistent with safety expectations and regulatory requirements.

Effective Corrective Action Program

As noted earlier, the NRC's Policy Statement expects licensees to assure that employees feel free to raise safety concerns. In addition, licensees need to respond to those concerns in a way and on a schedule that is appropriate to their safety significance and need to provide appropriate feedback to employees.

The key component of this aspect of a SCWE usually involves an effective Corrective Action Program (CAP).

An effective CAP contributes substantially to a SCWE because it provides a straightforward and accepted mechanism for reporting and documenting an issue, as well as a verifiable process for analysis of the issue, recommendations for its resolution, and implementation of any appropriate corrective actions.

Failing to resolve issues—or letting issues go unresolved too long without explaining the delay in addressing them—could discourage employees from continuing to raise them. As noted above, of course, opinions may differ regarding the significance of issues and the best way to resolve them. Sometimes, management may conclude that no corrective action is warranted, but in those situations the reasons should be clearly conveyed to the employee who reported the issue.

Note that disagreement on the significance or priority of a safety-related issue does not imply that the CAP is ineffective or that the SCWE is being challenged. Indeed, differing opinions should be the natural result of a SCWE, because a SCWE should be marked by questioning attitudes that lead to discussion and, potentially, disagreements.

Effective Organizational Communications

Effective organizational communications are another cornerstone of a SCWE. Good communication should run from top to bottom, and then across departments. It is important for managers to convey their support of nuclear safety issues and protocols through verbal and written communications, and through behaviors as well.

The NRC's Policy Statement refers to another type of communication that is important to a SCWE: effective communications among various elements of the licensee's organization for openly sharing information and analyzing the root causes of problems. The "right hand" should know what the "left hand" has done to address issues.

Communications on expectations are also important to fostering a SCWE. In particular, organizations should clearly communicate expectations regarding responsibility for and ownership of projects and roles, as well as responsibility for issues that may require corrective action.

Multiple Problem Resolution Paths

Similar to the need for an effective CAP, a SCWE is fostered by the availability of multiple problem resolution paths for employee nuclear safety issues. The NRC Policy Statement observes:

Even in a generally good environment, some employees may not always be comfortable in raising concerns through the normal channels. From a safety perspective, no method of raising potential safety concerns should be discouraged.

Most nuclear companies have established clear, alternative paths for the resolution of nuclear safety issues. For example, under an Open Door Policy, employees are invited to discuss concerns with anyone in the organization who might be able to help resolve the issue.

Many companies also have a separate ombudsman or Employee Concerns Program (ECP) that permits the confidential reporting of a concern and provides a path for investigation and resolution. The availability of a confidential problem resolution path can be very important to fostering a SCWE. These alternative processes may help resolve issues in circumstances where the CAP resolution has not satisfied the person initiating the concern that the matter has been adequately addressed and resolved.

Personal Attributes

Beyond programs, policies, and procedures associated with a SCWE (e.g., an effective CAP), each individual who works at a nuclear facility has an obligation to develop personal attributes that are effective in contributing to a SCWE. All employees, for example, should strive to become effective in recognizing the significance and possible consequences of potential nuclear safety issues. They should also assure that they understand the options available for reporting an issue and learn what organizations are best equipped to resolve different types of issues.

For supervisors and managers, a key aspect of a SCWE is developing a relationship of trust with subordinates. Supervisors and managers can do this by being inclusive in their discussions of safety issues where appropriate,

66 [E]ach individual who works at a nuclear facility has an obligation to develop personal attributes that are effective in contributing to a SCWE. 22

by "talking the talk and walking the walk," by being predictable and fair in dealing with employees, by demonstrating a bias toward resolving issues rather than merely justifying the status quo, and by being accessible and available—including managing by walking around (MBWA).

Beyond having an atmosphere of trust in the workplace, all individuals must demonstrate a safety focus, including a questioning attitude when issues arise. Complacency is never consistent with a SCWE. Another individual attribute that contributes to a SCWE is a commitment to excellence in performance, such as a mindset of "doing it right the first time." Finally, while it is sometimes hard to admit responsibility for mistakes, all employees must be willing to accept accountability for errors or inadequate performance and should be willing to learn from mistakes.

CHALLENGES TO A SCWE

14 What challenges face management in creating a SCWE? Among them are the following:

Lack of a Clear Nuclear Safety Focus

There are many ways lack of a clear nuclear safety focus can manifest itself. When there is a convergence of multiple deficiencies in the organization's safety focus, it can no longer be said that a SCWE, or safety culture, exists. For example, the administration of a CAP could be indicative of an inadequate nuclear safety focus when the CAP programmatically fails to

identify safety-significant trends, permits safety-significant issues to be downgraded without proper analysis, or fails to ensure that appropriate corrective actions are promptly implemented.

Other ways in which an inadequate nuclear safety focus can manifest itself include: the lack of clear messages from management about the role of safety; the failure on the part of individuals within the organization to exhibit a questioning attitude; and the lack of other SCWE foundations as discussed above.

The Davis-Besse Example

Events involving the Davis-Besse Nuclear Power Station provide an example of the consequences of a less-than-adequate focus on nuclear safety. The discovery of long unnoticed, significant corrosion of the vessel head at Davis-Besse was later determined by the licensee to have been a result of a safety culture problem. According to the then-Chairman of the NRC:

[The NRC] confirmed that the management at the Davis-Besse station failed to ensure that plant safety issues received appropriate attention. Specifically, longstanding and recurring primary coolant leaks were not fixed. Moreover, management failed to recognize or address repetitive or recurring problems and to ensure that corrective actions were effective and timely. Engineering resources were stretched and the symptoms, rather than the causes of problems, were addressed in order to minimize the impact on generation. Plant opera-

tions were not conducted in a manner which encouraged a questioning attitude, a commitment to excellence, and the identification and resolution of safety issues. In short, the inspections at Davis-Besse have revealed that the head corrosion problem was a direct result of a degraded safety culture.

Among the issues that led to the lack of an adequate safety focus at Davis-Besse were deficiencies in the CAP. Findings made regarding the CAP included that: (1) corrective action reports were not reviewed for recurring problems; (2) problems were not properly classified according to their significance or were downgraded from a root cause analysis level to a routine report that did not require a root cause analysis or corrective action; and (3) management did not verify that CAP corrective actions were being completed in a timely manner.

Discrimination and Retaliation

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A SCWE depends on assuring that employees do not fear that they might be punished if they report a nuclear safety issue. Obviously, if a supervisor or other individual takes steps to discriminate (or retaliate) against an employee because the employee reported a nuclear safety issue, that action is precisely the opposite of the desired action to encourage employees to report issues. The employee subject to the retaliation certainly might hesitate to raise issues in the future.

Even the mere perception that an employee has been dealt with unfairly for raising a nuclear safety issue is

something that can impact the SCWE. As well, other workers who learn of the retaliation might hesitate to report issues, which can create a "chilling effect," a concept discussed in the next section.

For that reason, licensees strive to assure that no discrimination against an employee occurs for raising safety issues, and company policies uniformly prohibit harassment, intimidation, retaliation, or discrimination (sometimes referred to as "HIRD") against an employee for raising an issue. Valid discrimination allegations are relatively rare in the nuclear industry because, over the years, organizations have successfully fulfilled the principle that discrimination against an employee for raising a safety concern will not be tolerated.

For its part, the NRC can take, and has taken, enforcement action against licensees that are found to have discriminated against an employee because the employee raised a nuclear safety issue. The primary regulation that the NRC invokes in this type of enforcement is 10 C.F.R. § 50.7, which prohibits any form of adverse job action against an employee because the employee raised a nuclear safety issue. Adverse job action might include both relatively minor employment actions, such as a counseling session, and significant employment decisions, such as termination. Enforcement action may also be taken against an individual manager or supervisor who engages in the discriminatory act if that individual acted with the intent to retaliate against an employee because the employee raised a nuclear safety issue.

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"Chilling Effect"

Another challenge to the SCWE can arise if employees are "chilled" from raising safety concerns—in other words, if employees are reluctant to raise nuclear safety issues because they fear the consequences of doing so. This is called a chilling effect.

A chilling effect could arise not only as a result of a threat made against an employee who attempts to discuss or resolve a nuclear safety issue, but also simply due to the treatment of the issue itself. That is, if an employee raises an issue that he or she believes is significant, but the issue never receives further attention, the employee (or other employees) might be discouraged from raising similarly significant issues in the future. A chilling effect also could extend beyond a single employee and could impact an entire department or larger element of an organization.

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A chilling effect is inconsistent with the principles underlying a SCWE, including, primarily, the interest in assuring that issues with a potential adverse impact on nuclear safety are raised so that they can be addressed. A chilling effect is also inconsistent with the NRC's expectations set forth in the 1996 Policy Statement. In some cases, a direct threat against an employee related to the employee's raising of a nuclear safety issue might not only be considered chilling, but could also be a form of discrimination, as discussed previously. The NRC has found in some cases that if the employee to whom a threat is made believes his

or her job is in jeopardy because of raising a nuclear safety issue, that can be a form of unlawful discrimination.

The term "chilling effect" is sometimes misunderstood. It does not refer to a situation where an employee or group of employees is dissatisfied with a company's decision. For example, a manager might implement a new expectation that supervisors work more closely with their employees, including attending meetings together. If an employee does not wish to have his or her supervisor so closely involved and perhaps even acts differently in meetings because the supervisor is there, this does not mean that a chilling effect has arisen, as that term is used in the SCWE context. The manager likely has good reason for the new requirement, such as enhancing communications between the employee and the supervisor. As another example, a supervisor who does not have particularly effective communication skills may, unintentionally, not be fulfilling his or her role in fostering a SCWE. But the mere lack of effective communication skills should not be viewed as a chilling effect on the supervisor's subordinates, as that term is intended here.

19

C O N C L U S I O N

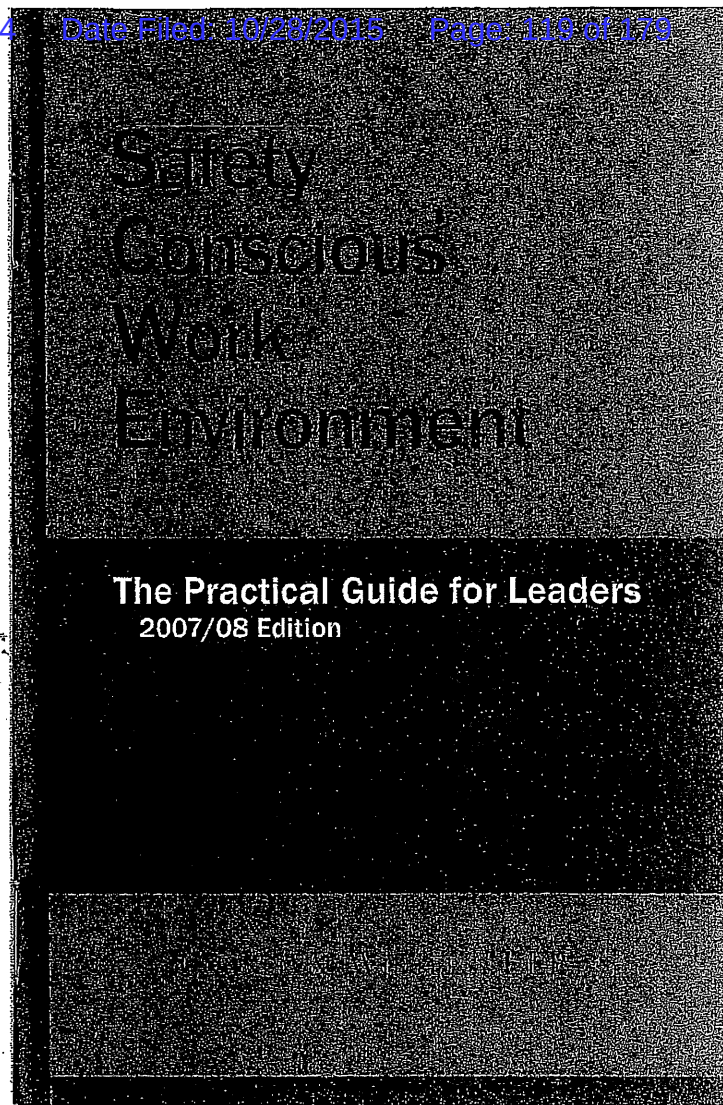
As you can see, a SCWE is critically important to each facility in the nuclear industry. Moreover, a SCWE is part of a nuclear facility's overall safety culture and contributes significantly to the safe operation of those facilities. As the industry continues to mature, we can expect to see the dynamic concept of SCWE evolve along with it.

N O T E S

Questions about this publication can be
directed to the Washington office at
(202) 282.5000




EMPLOYER'S EXHIBIT 21



As part of an organization that embraces and is committed to ensuring a Safety Conscious Work Environment, you as a security professional are expected to consistently and continually work towards ensuring this goal is met at your site. It is my expectation that all supervisory and leadership positions are actively participating in this endeavor by implementing the practices described within the following pages.

Our division should represent two things to everyone that comes in contact with a Wackenhut Nuclear Services employee – Professionalism and Integrity. It is my vision that when people outside of Wackenhut think of our organization they immediately think of professional, dedicated individuals that perform better than any in the industry. To do this we need each individual to feel comfortable bringing up any and all things that they feel will improve the environment in which we work.

Sincerely,



Eric F. Wilson
President – Wackenhut Nuclear Services



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The Practical Guide for Leaders

SCWE

Safety Conscious
Work Environment

SCWE (*squee* or *ski-wee*) is a vital cultural characteristic of facilities that produce energy using nuclear fuel or that handle nuclear fuel or waste.

The purpose of this Guide is to explore what a SCWE is and to describe in a straightforward manner some of the key ways in which workplace leaders, especially managers and supervisors, can help to foster a safety conscious workplace.

Note

This Guide has been prepared by the law firm of Conner & Winters, LLP as an informational tool. The Guide is not, nor should it be considered, legal advice or expert opinion.

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SCWE — SIMPLY PUT

In a nutshell, SCWE describes a workplace in which all employees contribute to a priority focus on safety by speaking up about safety concerns because they feel comfortable and valued doing so. The SCWE concept has become very important in the energy field, particularly in the nuclear energy arena. U.S. Nuclear Regulatory Commission (NRC) and Department of Energy (DOE) guidance have described a SCWE as "the willingness of employees to identify and raise safety concerns without fear of retaliation."

A SCWE does not just happen. Rather, as a leader of employees (or contractors), each supervisor and manager contributes to the work environment. While everyone at a facility has an obligation to foster a SCWE, leaders have a particularly important role, as you will see in this Guide. How you deal with your fellow workers — most importantly, the employees you supervise — is a key facet of building a SCWE. SCWE, in short, is part of your job as a leader.

**A SCWE
does not just
happen.**

WHY SCWE IS IMPORTANT

At its core, SCWE is about the free flow of information relating to safety. SCWE is important because it reflects a workplace where concerns about safety rise to the level at which they can be appropriately and promptly addressed.

If employees or contractors do not feel comfortable raising safety issues, or if they are not well trained in how to do so, the potential consequence is straightforward: the issues might not be raised and reviewed, proper corrective actions might not be implemented, and unaddressed safety concerns might grow into safety problems. In this way, the work environment is critical to a safe and efficiently operating facility.

Every manager and supervisor is obligated to make sure that information on safety issues flows freely within the organization. This is true regardless of the type of leadership position you hold — whether you are a contract security supervisor, an engineering manager, or a Site Vice President.

SCWE — WHAT IT TAKES

Every leader can be successful in contributing to a SCWE. To be successful, the manager or supervisor must be willing to sharpen his (or her) skills in the following areas.

ENCOURAGE ISSUES | A SCWE-focused leader understands that he cannot simply sit back and wait for issues to evolve. Rather than have his feet propped up on the desk, the SCWE-sensitive leader has his feet on the floor — specifically, the "shop floor," out and about where employee concerns percolate. He is accessible.

"Being there" is important. In contrast, absentee management may pose a challenge to the SCWE. "We never see him" or "he doesn't understand what we're

working with here" reflect attitudes that you do not want your employees to develop. As a supervisor or manager, it is important that you are accessible to employees so that when a concern arises, you are there to understand it and deal with it. Encourage employees to raise concerns by being available when you are needed.

What you say when you are with your employees is also important. Developing a SCWE requires not only listening (as discussed below); it also involves soliciting issues. A leader committed to fostering a SCWE solicits information that may reveal concerns. He understands worker perceptions about such things as schedule obligations, whether sufficient resources are available to get the job done, and whether assigned procedures will result in the safe completion of work tasks. Of course, you will only fully understand these types of perceptions if you seek them out. In short, SCWE is an active concept, not a passive one.

As a final point, keep in mind that when we talk about encouraging employees to raise safety issues, we do not just mean major or "significant" issues. Where the rubber hits the road, as they say, is how a manager addresses day-to-day issues. As a manager, you should encourage employees to discuss any type of concern they may have. Even minor issues may be precursors to more significant ones. In any event, an employee will become comfortable discussing significant concerns with you if you have established a good track record of encouraging them to raise even seemingly unimportant issues.

LISTEN | Naturally, a leader's duties include problem-solving. When an employee raises an issue to his superior, he is probably doing so because he wants help in resolving the issue. To promote a SCWE, the manager needs to ensure that throughout the problem resolution process he is listening to the concerned employee. This means that the leader should strive to understand the scope of the concern as well as the employee's perception of the safety-significance of the problem.

Here are examples of instances in which leaders, despite good intentions, sometimes fail to meet this expectation:

The Hallway Answer. Sometimes a manager or supervisor intends to listen but he's not really doing so. This can happen when the concern is raised in passing, or it doesn't seem important or consequential, or he has a lot of other things on his agenda that day. For whatever reason, the manager or supervisor simply fails to give a concern the attention it deserves. *A solution:* set aside time dedicated to listening — schedule a meeting to talk the issue through. Avoid "answers in the hallway."

The Rapid-Fire Response. Sometimes the leader too eagerly attempts to resolve an issue. An overly quick assessment of an employee concern and rapid decision on the resolution can backfire. High performing managers typically do have the ability to cut through extraneous matters to the core issue, but anyone

can fall into the trap of not appreciating the full extent of an employee concern. Without adequate insight into the concern, the proposed fix may be off the mark. *A solution:* Ask the concerned employee to put the issue in writing or, if appropriate, to draft a problem report as input to the facility's formal problem resolution program.

The Devil's Advocate. Sometimes the leader makes a good faith effort to discuss an employee concern but unintentionally goes about it in an unhelpful way. During discussion of a concern, for example, a manager might "test" the validity of the issue by asking questions; the manager may view himself as helpfully playing the devil's advocate, while the employee perceives that the manager is needlessly pushing back and attempting to dissuade (or even intimidate) him. Or, the manager might insist that the employee produce a resolution to the concern, from which the employee might (wrongly) conclude that he may not raise a concern if he does not have an answer to it. *A solution:* It's okay to ask questions, to gather more information from the employee, or to ask him what steps he's taken to fix the problem. But if you need more information from the employee, explain why. Use phrases like "Help me understand" or "What other information would be helpful to us?" Make clear to the employee that you are not attempting to discourage the concern, but rather are trying to understand it

better and to gather information that will help resolve the concern.

The "Foul Ball" Concern. Sometimes a leader might consider an employee's comments as out-of-bounds — a discussion that shouldn't be in play at all. Suppose an employee during a work planning meeting says he can't meet an agreed upon schedule. The manager may understandably view this as a performance problem. He may respond by saying something such as, "I'm not going to listen to excuses about missing deadlines." While the response may be understandable, even justified, consider the perspective of the employee and others in the meeting: they may view the manager's response as rejecting an employee concern (i.e., the work can't be done both correctly and on schedule). *A solution:* Deal with the employee's failure to meet the schedule in private. If the workgroup needs a reminder about the importance of meeting commitments, include that topic on the agenda for an upcoming meeting. And never begin a sentence with: "I'm not going to listen to"

A final point on listening: listening means being willing to consider that your own point of view on an issue might be inferior or just plain wrong. A SCWE-minded leader is willing to admit mistakes or errors in judgment and to concede that an employee's opinion may be correct. This does not mean that leaders are expected to be indecisive. The point, rather, is that a supervisor or manager who "digs in his heels" on

an issue primarily to prevent the appearance of being wrong is not building a reputation for being receptive to concerns or differing opinions.

ACT ON ISSUES | Listening, of course, is only the beginning of the matter. As a leader, it is your responsibility to take action in response to a safety issue. As a first step, you are expected to prioritize issues according to their significance. Your organization may have programmatic ways to address and prioritize issues (discussed below).

In addition, consider developing your own method of tracking and documenting issues you've received or heard about (although this should not be in lieu of formal programs you are expected to use). Use a log or your computer to create and maintain a list of action items relating to issue resolution. This system will also help you in the next task: giving feedback.

GIVE FEEDBACK | An important element in fostering a SCWE is making sure that employees who raise safety concerns receive feedback on the resolution to their concerns. Remember, SCWE is about the willingness of employees to raise safety concerns, and we can safely anticipate that if concerns are raised but fall into a black hole, employees will be less inclined to raise them. So, after you determine that a concern has been resolved, make sure the employee who raised it is informed of the resolution.

This seems self-evident, but often is easier said than done. The workplace is not static and no one has the luxury of making sure one issue is closed out before the next one arises. Day-to-day work activities can

quickly put yesterday's issues out of mind. To help foster a SCWE, you need to recognize the obligation to provide feedback on the resolution of a concern and to follow through by talking to the person who raised the issue. As a rule of thumb, consider that an issue remains "open" until the employee who raised the issue has been informed of the resolution (and, if required, the appropriate corrective actions). If the resolution of a concern is taking longer than expected, give the employee periodic updates on where things stand.

If an employee is not satisfied with the resolution you provide, be prepared to direct him to another place where he can discuss the concern further. Employees have a protected right to pursue issues if they are not satisfied with the first answer they get.

***Q** I've got an answer for my employee's concern that an upcoming maintenance plan doesn't include his pet project — but he's not going to like the answer. How do I sugarcoat it to make him think I addressed the concern?*

A You don't need to sugarcoat your answers. You do need to offer a good explanation of the reason for the answer. Employees sometimes disagree with management's plan to fix an issue. In its decisionmaking, management needs to factor in schedules, costs, and priorities. If the employee questions the priority assigned to an issue or the plan to fix it, your job is to help the employee understand the "big picture" basis for the decision.

WALK THE TALK | Doing what you say and leading by example are important, positive management characteristics for several reasons. Among other things, these attributes contribute to a SCWE.

In large measure, SCWE is about your ability to establish a climate of trust among those who report to you. If you say you want employees to raise issues, but then do not act like you want them to share their concerns, you are not building a work environment in which employees willingly raise safety concerns. For this reason, it is crucial that you carry out what you say is important — that you walk the talk. *

You will encourage the communication of concerns when you set an example. If you have asked your own superiors questions about work projects or plans, share examples with the employees who report to you. If you have the opportunity, tell your employees how your concerns resulted in better project planning or more suitable corrective actions. In short, you promote a SCWE when you exhibit your own questioning attitude. You can also build a SCWE by acknowledging employees who have raised concerns (or even providing them with a tangible reward if your company has such a program).

SCWE is about your ability to es- tablish a climate of trust ...

In all of your discussions, you should continuously demonstrate that you value the SCWE concept. Behind closed doors, do not suggest that an employee is somehow a "troublemaker" because he is doggedly pursuing a concern, even if you have concluded the concern is without merit. Refer to the employee as a "concerned individual" rather than use terms such as "complainer," "whiner," or "allegator" (i.e., someone who has made an allegation of an unsafe work practice). Never refer to him as a "whistleblower." Also, the way you address non-safety issues creates a perception to others of how you may respond to safety issues.

PROMOTE THE PROGRAMS | Your organization probably has a number of programs that relate to SCWE. Your responsibility as a leader is to help make sure those programs work well for your employees.

In addition to informal open-door policies, most organizations have formal programs designed to capture and resolve workplace issues. Whether known as "Work Request" programs, "Issue Resolution" programs, "Corrective Action" programs, or the like, it is important that each supervisor and manager fully understands how the programs work and encourages employees to use the programs where appropriate.

An effective issue resolution program contributes substantially to a SCWE because it provides an organized and welcome mechanism for the reporting of safety issues. In fact, program policies typically require that certain types of concerns be documented using the program. As a leader, you need to be fa-

miliar with your organization's policies and programs so you can guide your employees to use them accordingly.

One benefit of an issue resolution program is that the program assures documentation both of issues raised and actions taken to resolve them. Another benefit is that such programs permit trending of issues, including by the type of issue or the department in which the issue arose. Many organizations use data from issue resolution programs to help assess the strength of a SCWE. For example, if the number of concerns from a particular department declines, or is notably below the rate of other departments, senior managers may question whether employees in that department are discouraged from raising concerns. Finally, outside regulators (such as the NRC) may perform periodic inspections of problem resolution programs to assess the SCWE.

There is a caution relating to SCWE regarding corrective action programs. Sometimes, the mechanics of a program might result in an employee who raises a concern being assigned to resolve the concern — a "boomerang effect." This effect might discourage employees from raising concerns, the theory being that employees might be reluctant to raise concerns if doing so might increase their workload.

A converse problem is also possible: an employee might want to be closely involved in the resolution of a concern that he has identified. If he is not asked to be involved, he could perceive that he is being kept "out of the loop" so that management can "whitewash"

the matter. This may sound like the proverbial lose-lose situation for a manager; damned if you ask the employee to become involved, damned if you don't. But that's not the case. What you need to do is find out what the employee's perspective is. Ask the employee who raised the concern whether he expects a

role in resolving it.

He does not necessarily get to have it his way because management ultimately decides how best to address a concern. Nevertheless, you at least will have discussed the employee's role with him and will likely have averted misperceptions about management's commitment to resolving the issue.

Your organization also may have a program dedicated to the intake of em-

As a supervisor, I resolve workplace issues every day. How do I know when a concern is so important that I need to think about SCWE?

SCWE is an "everyday" concept. It is not a tool or device that comes into play only for significant issues or in unusual circumstances. Every time an employee raises an issue, you have the opportunity to demonstrate that you are receptive to issues and will see that they are resolved.

ployee concerns, such as an Employee Concerns Program or Ombudsman. The role of these kinds of programs varies greatly from one company to the next. Nonetheless, if there is a program at your facility that

has been established as an alternative way for employees to report concerns, you need to promote that avenue in addition to other reporting mechanisms. Remind employees of the availability of the program and encourage them to use it as they see fit. Your employees may have a legal right to report safety concerns to the employee concerns program, rather than to you. That is, they may have a right to go "outside the chain of command" in reporting safety concerns. In this vein, you should also be aware that employees have the right to speak to a government agent about a safety concern, such as the NRC or DOE, prior to talking to their management about the concern. You should never interfere with that right.

Your company may have a specific "SCWE Policy." If it does, make sure you are familiar with it, especially any responsibilities assigned to your job function under the policy. The same is true for any Differing Professional Opinion (DPO) policy that your company might have.

Finally, along with promoting corporate programs, clearly set your own expectations for employees regarding raising concerns. While employees should be encouraged to raise safety concerns in any way that will effectively result in resolution, you should communicate and reiterate your preferences regarding how employees can best communicate concerns to you. Remind employees that they each have an individual responsibility to report concerns. Let them know what kinds of information will be helpful to you, and what kinds of questions you might ask if they report concerns.

KNOW YOUR COMMAND CLIMATE | "Command climate" is a military term that refers to the culture that a leader creates in his or her unit. As a leader, it is important that you accurately perceive the culture you create in your work group. In other words, you need to know your command climate.

As a leader, it is important that you accurately perceive the culture you create in your work group.

Knowing your command climate is important because, when it comes to SCWE, perception is vital. If an employee perceives, even mistakenly, that you might not be receptive to safety concerns or helpful in resolving them, the employee could conclude that he should not discuss an issue with you. For this reason, it has been said that "perception is reality" as far as SCWE is concerned.

How can you tell what kind of climate you are creating? Start by reflecting on your personality: are you direct? loud? confrontational? impatient? Being direct is probably a good thing; being impatient, how-

ever, would not be, at least as far as fostering a SCWE is concerned. Are you always right? Do you always find fault with subordinates? Do you really know the people in your work group? Are you approachable?

Do you take time to explain things, or are you the type who focuses on the end point? Some employees feel the need for their manager to "walk through the process" when assigning work or discussing a project. If the work instructions you typically provide merely cover the end game, not the process, some employees inadvertently might receive the message that you are results driven and not attentive enough to the means by which results can safely be achieved. In addition, you can and should ask the people who work for you how they perceive your receptiveness to concerns.

WHY HARASSMENT AND RETALIATION DO NOT MESH WITH SCWE

As you likely know, it is illegal to retaliate against an employee because the employee reported a safety concern. However, it is not only illegal — retaliation can significantly undermine the work environment. It is easy to understand that a group of employees might become reluctant to raise concerns if a co-worker got in trouble for doing so.

Fortunately, retaliation is not at all common. The nuclear industry as a whole has become quite proactive in encouraging employees to raise safety concerns. Senior managers understand that, in the long run, a facility is not going to operate profitably and efficiently if safety issues are not raised and addressed.

They, therefore, will not tolerate retaliation. Through training and other kinds of reinforcement, it has become second nature to most managers and supervisors that they may not take action against an employee in reprisal for the employee's concerns about safety. Moreover, company policies uniformly prohibit any form of harassment, intimidation, retaliation, or

Legal Matters

To ensure that employees are not retaliated against for raising safety and other concerns, federal and state laws and regulations protect employees. Here are some key federal provisions of which energy industry managers should be aware:

Section 211 of the Energy Reorganization Act: This federal law makes it unlawful for an employer in the nuclear industry, including DOE contractors, to discriminate against an employee in his work conditions because the employee reported safety concerns or refused to carry out an unlawful job assignment. Employees may bring a lawsuit against the company to challenge such discrimination. If an employee lost his job due to retaliation, he may be able to get it back, along with other remedies.

10 CFR 50.7: This NRC regulation is similar to Section 211. Instead of providing the employee with the opportunity to file a lawsuit, this regulation authorizes the NRC to conduct an investigation into an employment decision and to take enforcement action. While the NRC has the authority to issue penalties to both the company and the manager(s) who engaged in discrimination, many of these allegations today are resolved in mediation.

10 CFR Part 708: This DOE regulation provides employees of DOE contractors with the opportunity to file a claim challenging retaliation against them for reporting safety concerns (as well as concerns about fraud, mismanagement, or waste and abuse). The DOE handles investigations and hearings in these cases.

discrimination (often referred to as "HIRD") against an employee for reporting workplace concerns. Simply put, your management will not tolerate any action by you to retaliate against a worker because he raised a safety concern or because he disagreed with how you handled a safety concern.

Retaliation can take many forms. It can be overt, such as firing an employee, or subtle, such as not recommending someone for promotion, not giving him "plum" assignments, or being overly critical of performance. These all may be forms of illegal retaliation.

Difficult circumstances can arise in holding employees accountable for performance problems without creating the impression that the employee is being punished for raising a safety concern. The fact that an employee raised a concern — either verbally (say, in discussions with you or in a meeting) or through an issue resolution program — does not prevent you from holding the employee accountable to meet legitimate job expectations. In such circumstances, you as the manager or supervisor will be called on to demonstrate that you have a well-founded, nondiscriminatory reason to implement discipline (including termination). You can position yourself to do so by documenting performance issues. (Of course, performance evaluations should not criticize employees for raising safety concerns.) And you should always be forthright about the reasons for discipline or counseling.

In addition, make it a practice to address performance issues separately — in time and space — from your efforts to address safety issues raised by the employee.

This will help to prove that the employee's raising of a safety issue was unrelated to any disciplinary measures that his performance or behavior warranted. To minimize the risk that disciplining an employee who has raised safety concerns might be misperceived as retaliation, it is always advisable to work with your senior management, human resources, and/or legal counsel prior to taking action.

CHILLING EFFECT

Chilling effect is the phrase commonly used to describe the condition opposite of a SCWE. Simply put, a chilling effect exists where employees are hesitant to raise safety concerns for fear of retaliation. Your obligation as a workplace leader is to keep potential instances of retaliation and chilling effect on your radar screen.

If you see something happen that might discourage employees from raising safety concerns, step in and address it or seek assistance from senior managers. This could be as simple as making sure that a supervisor who reports to you provides feedback to an employee in your group who has raised a concern, because the failure to provide feedback has the potential to cause a chilling effect — as in, "nothing happens, so why bother to report it."

As a manager, you also have an obligation to stop workers from harassing each other for raising safety concerns. Such harassment may be a form of retaliation and can create a chilling effect.

GAUGING SCWE

Occasionally, someone may assess the strength of the safety consciousness of your work group or organization. These assessments may be internal, such as one requested by your facility management. Independent reviews by a regulator or consultant are also commonly used to assess SCWE. Assessments may be routine, random, or targeted to address a potential problem area.

Typically, an assessment of the SCWE in your organization will focus primarily on two facets: employee understanding of ways to raise issues and their willingness to do so. For this reason, assessments often utilize surveys and/or face-to-face interviews. The person or group conducting the assessment will want to find out, for example, whether the employee is aware of the available options for raising concerns and is aware of company SCWE policies and procedures. Assessment interviews or surveys normally ask employees the following:

- » Whether there are conditions under which the employee would hesitate to raise safety issues
- » Whether (if so) those conditions exist at the facility
- » Whether recent circumstances or events might have impacted the employee's willingness to raise concerns
- » Whether the employee is aware of other employees who may be reluctant to raise concerns or have had negative experiences in doing so
- » What avenue the employee would select to raise a concern and why he would choose that avenue

» Whether the employee has raised issues in the past and the employee's opinions on how the issues were handled, including whether the employee received timely feedback and whether the response was acceptable to the employee.

Employees may be directly asked whether they believe that you, as their work leader, foster a SCWE.

A regulator's review of SCWE will most likely occur in conjunction with an assessment of the facility's procedures for problem identification and reporting. During this kind of assessment, the inspector may ask employees the types of questions outlined above. Formal regulatory inspections will result in reports that can provide helpful feedback on the perceptions of employees at the facility.

The most formal and comprehensive SCWE assessments can result in objective findings, complete with numerical values. Typically, assessment results will attempt to demonstrate and explain trends (positive or negative) in employee perceptions and may provide information about your organization as it compares to other organizations or companies. Regardless of the results of a SCWE assessment, the information gathered can be helpful to you in guiding you to improve your performance in this area.

SCWE — RELATED CONCEPTS

Closely related to SCWE is a much broader concept referred to as "safety culture." Safety culture is often defined as

the assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear safety issues receive the attention warranted by their significance.

In general terms, safety culture refers to the attributes of the workplace organization, such as the programs and policies a company puts in place. SCWE is a vital part of a safety culture. When you work to foster a SCWE, you work to foster a healthy safety culture as well.

"Safety first" is a phrase commonly used as shorthand to reflect that the organization's overriding priority is safety. Just as with safety culture, when you focus on maintaining a SCWE, you put the safety first motto into practice.

SCWE — REVIEW & REFLECTION

Here are some important concepts about SCWE to keep in mind. SCWE is about the willingness of employees to raise safety concerns without fear of retaliation. While SCWE should be "the norm" in every organization — i.e., while there should be no reason why employees are unwilling to raise concerns — SCWE does not just happen. A SCWE is created and maintained when supervisors and managers collectively keep the goal of a SCWE in mind.

You occasionally may want to consider some of the following questions and exercises:

1. Can you describe your "command climate"?

2. Talk to a subordinate about your response to a safety issue brought to your attention. What were his or her perceptions of how you handled it? What does this say about your "command climate"?

3. Can you identify a way in which, in the last 30 days or so, you proactively encouraged a direct report to raise a safety concern? Did he do so?

4. Do you have a peer or superior you admire for his or her ability to encourage employees to raise issues? What specific characteristics of that person contribute to that ability?

5. In the last 30 days or so, did you resolve a safety concern to the satisfaction of the employee who raised it? Could you have done an even better job of resolving the issue?

There are practical ways that you can foster a SCWE in your work group or organization. You should (1) proactively solicit concerns; (2) take the time necessary to fully understand a concern; (3) provide feedback on the concern by informing the employee(s) who raised it of the resolution; (4) "walk the talk" to demonstrate that you are a manager serious about maintaining a SCWE; and (5) promote company programs relating to SCWE, such as issue resolution programs and alternative employee concern avenues. As well, you should be cognizant of the climate your leadership style creates for the raising and resolution of concerns — your command climate.

Finally, remember that SCWE skills can be continuously improved. Focusing on the above concepts will help you become a better workplace leader.

EMPLOYER'S EXHIBIT 22

	4 th Quarter 09
1	LEGROS, EMMANUEL W
2	PEREZ, NANCY
3	PEREZ, JORGE L
4	VARGAS, DAVID J
5	BOURNES, JASON M
6	GOW, JOHN R
7	JOSEPH, KENEL
8	FELDMAN, CHARLES
9	REYES, KEVIN G
10	GONZALEZ, OMAR L
11	BROUWER, CHRISTOPHER
12	ARCINIEGA, ALFONSO
13	MORGAN, CAROLYN
14	PARRIS, DAVID J
15	MORROW, LATEVIA S
16	MCCLAIN, QUINCE V
17	PIERRE, HANTZ J
18	PRUETT, GREGORY T
19	JOLLIFFE, RICHARD
20	JUSTICE, KELVIN
21	KOONTZ, ROBERT A
22	BONNELL, STEVEN K
23	DENNISON, LILLIAN E
24	TORRES, HISCLY
25	SINGH, ALANCIA N

SCWE AND EMPLOYEE SATISFACTION SCORECARD

EMPLOYEE SURVEY – FOURTH QUARTER 2009



To the employee at: Turkey Point

You have been randomly selected to participate in this confidential survey by a Corporate Director for Regulated Security Solutions.

Prior to the end of your shift, please complete the forms by placing a check mark in the boxes that you feel most closely describes your perceptions in regards to each statement. Please date the form in the box provided at the end of the table.

After you have completed this form, fold it over carefully, covering this side of the paper, and place this form into the envelope provided to you. SEAL THE ENVELOPE. Then give the sealed envelope to the Project Manager or designee. The completed forms, once collected, will be placed into a larger envelope and forwarded to:

Regulated Security Solutions
Robert Kindilien
319 Quail Drive
Sykesville, Maryland
21784

Please use the lined portions below to clarify your selections, or indicate other areas that need improvement.

#1 SCWE Statements	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
1. I can discuss issues with my supervisors and management knowing that my input will remain confidential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I report issues through the chain of command without fear of repercussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. RSS site management supports a Safety Conscious Work Environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our range instructors do not tolerate unsafe conditions or behaviors on the range.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I understand the difference between Nuclear Safety and Industrial Safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
#2 Employee Satisfaction Statements	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
1. Shift Supervisors do a good job of leading the shift.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am very safe and comfortable in carrying my assigned weapons.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I know that I can make an honest mistake and be treated fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DATE :					

DO NOT SIGN YOUR NAME TO THIS FORM, OR THE ENVELOPE PROVIDED. HOWEVER, TO ENSURE THAT ALL SURVEYS ARE RETURNED, YOUR NAME MAY BE CHECKED OFF THAT YOU HAVE RETURNED A SURVEY ENVELOPE FOR YOUR SITE. YOUR RESPONSES AND IDENTITY WILL REMAIN CONFIDENTIAL.

THANK YOU FOR YOUR PARTICIPATION

**SCWE AND EMPLOYEE SATISFACTION ROLL-UP
FOR 4th Quarter - Turkey Point SITE.**

4TH QUARTER TOTALS

TOTAL SCWE QUESTIONS					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SCWE STATEMENT #1	7	11	5	3	1
SCWE STATEMENT #2	6	12	6	2	1
SCWE STATEMENT #3	13	11	3	0	0
SCWE STATEMENT #4	20	6	1	0	0
SCWE STATEMENT #5	14	11	2	0	0
TOTALS	60	51	17	5	2

TOTAL EMPLOYEE SATISFACTION QUESTIONS					
EMP SAT STATEMENT #1	4	15	6	2	0
EMP SAT STATEMENT #2	20	3	2	1	0
EMP SAT STATEMENT #3	1	11	8	3	4
TOTALS	25	29	16	6	4

SCWE STATEMENT #1	I can discuss issues with my supervisors and management knowing that my input will remain confidential.
SCWE STATEMENT #2	I report issues through the chain of command without fear of repercussions.
SCWE STATEMENT #3	RSS site management supports a Safety Conscious Work Environment
SCWE STATEMENT #4	Our range instructors do not tolerate unsafe conditions or behaviors on the range
SCWE STATEMENT #5	I understand the difference between Nuclear Safety and Industrial Safety
EMP SAT STATEMENT #1	Shift Supervisors do a good job of leading the shift
EMP SAT STATEMENT #2	I am very safe and comfortable in carrying my assigned weapons
EMP SAT STATEMENT #3	I know that I can make an honest mistake and be treated fairly

Grade		
STRONGLY AGREE	60	44
AGREE	51	28
NEUTRAL	17	6
DISAGREE	5	1
STRONGLY DISAGREE	2	0
Total	135	80
Grade		
STRONGLY AGREE	25	31
AGREE	29	27
NEUTRAL	16	10
DISAGREE	6	2
STRONGLY DISAGREE	4	0
Total	80	70

Points for each question
0.74

Points for each question
1.25

ROLL-UP COMMENTS 4th QUARTER 2009

- There are a lot of things preached at Turkey Point, but they are not practiced honestly, mostly by management.
- There needs to be a mediation board.

27 responses received

These issues were reviewed at shift briefing during the week of _____.

Signed: _____ Date: _____
Project Manager

EMPLOYER'S EXHIBIT 24

SCWE/Employee Satisfaction Q1 2009

PTN - June 2009

K. Bower

LDM Turkey Point

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Q1
Regulated Security Solutions

Purpose & Outcome for Today

Purpose

- Define SCWE
- Give results of Q1 SCWE Survey
- Give results of Q1 Employee Satisfaction Survey
- Get additional feedback from you (paper survey)

Outcome

- Improve communication/employee satisfaction
- Explain SCWE to others
- A renewed effort to a SCWE environment

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4 Learning Objectives

1. Define SCWE
2. Practice open communication
3. Greater S/O involvement
4. Identify actions that produce visible results

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Regulated Security Solutions

1. What is SCWE?

A SCWE is an environment in which employees feel free to raise issues both to their own Management and the NRC without fear of retaliation and in which those issues are prioritized and promptly resolved with feedback to the employee.

More Than Just Words – Action!

A SCWE is an environment in which employees feel free to raise issues both to their own Management and the NRC without fear of retaliation and in which those issues are prioritized and promptly resolved with feedback to the employee.

Question: How many bold words do you count?

Activity: How to memorize “anything”

A World of Security Solutions



Regulated Security Solutions

Is This a SCWE?



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CS
Regulated Security Solutions

2. Open Communication

- About average w/other sites selected in Q1
- 25 out of 25 respondents! (Way to go!)
- Response Rate = 100%
- SCWE score = 84%
- Employee Satisfaction = 76%
- Goal (both SCWE & ES) = 85+%

To be our best!

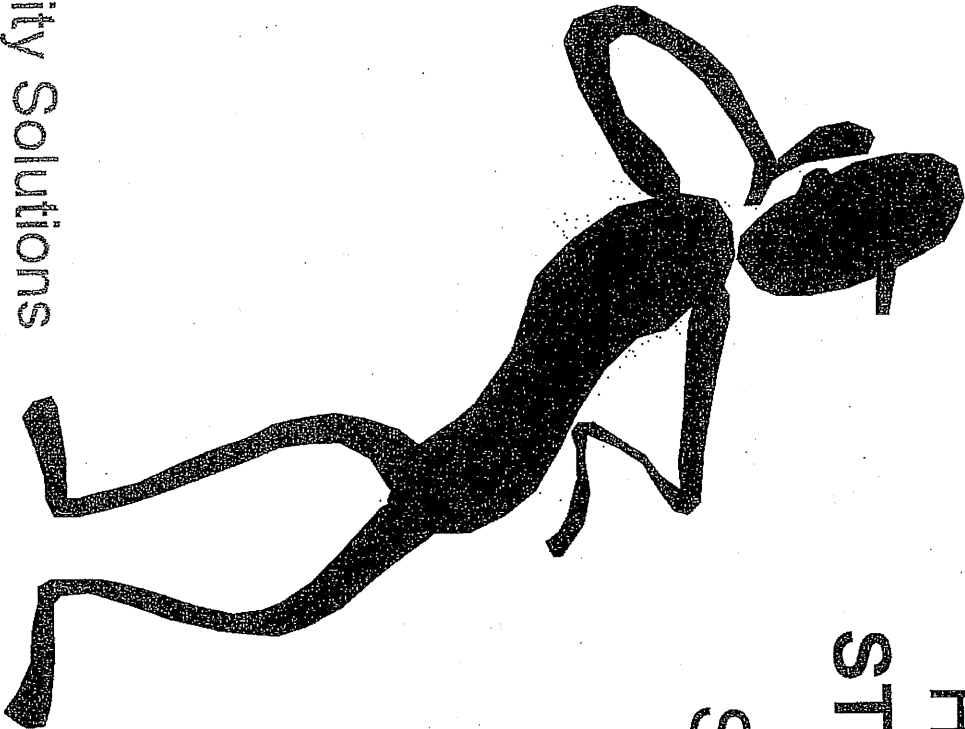
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Q4S
Regulated Security Solutions

3. Greater S/O Involvement

*How do you
STOP Gossip?*

**Share your
strategy!**

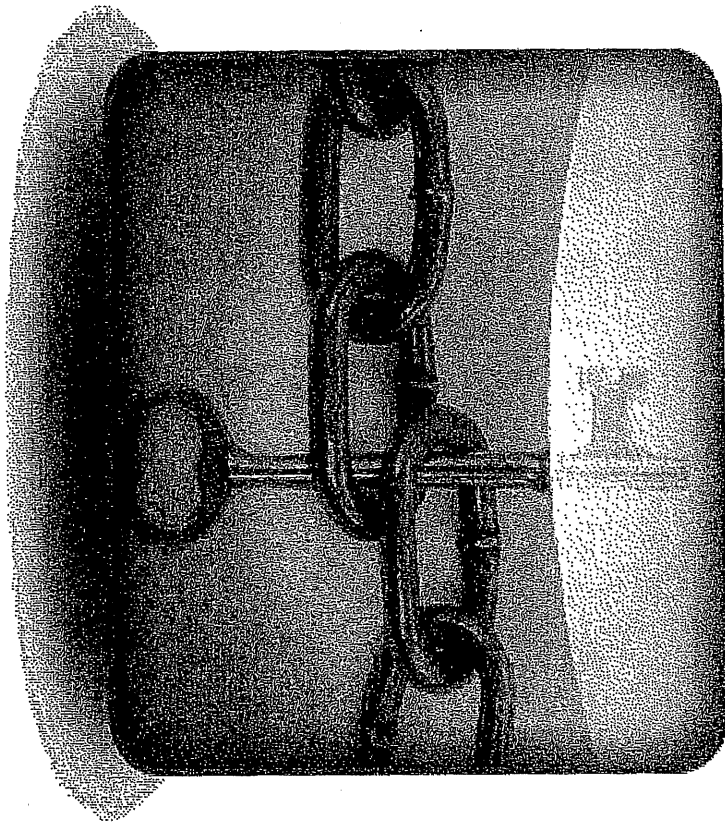


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Keep Confidences!



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CS
Regulated Security Solutions

Employee Satisfaction Survey

- Immediate termination with a mistake.
- Is this fact or fear?
- Creates high stress environment
- Makes us liable for more mistakes
- Some leaders fill needs **above** expectations
- From SSS – we need knowledge of out-posts, etc.

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4. Actions

- Everyone will be briefed
- High expectation/standards enforced
- RSS posters
- Q2 Survey results reported in Q3
- Any ideas? Let your supervisor know!
- My personal promise to model & coach others
- My number: (305) 246 – 1300 x2445
- Handout: Please complete survey & drop in box
- Due: By Friday, June 26

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Regulated Security Solutions



Question: What would it take to earn your top rating of "Strongly Agree" in every statement?
What needs to change?

We want to exceed expectations and would like your input.

For each statement, write specific actions management could do to earn your "strongly agree" (highest) rating. If you need more space to write, please use back side of survey.

Return completed survey to Karen Bower by **Saturday, June 27, 2009**

	SCWE	Specific Actions
01	I can discuss issues with my supervisors/management knowing that my input will remain confidential.	To earn my rating of strongly agree , I want to see:
02	I report issues through the chain of command without fear of repercussions.	To earn my rating of strongly agree , I want to see:
03	Project Management supports a safety conscious work environment.	To earn my rating of strongly agree , I want to see:
04	Our range instructors do not tolerate unsafe conditions or behaviors on the range.	To earn my rating of strongly agree , I want to see:
05	I understand the difference between Nuclear Safety and Industrial Safety.	To earn my rating of strongly agree , I want to see:

	Employee Satisfaction	Specific Actions
01	Shift Supervisors do a good job of leading the shift.	To earn my rating of strongly agree , I want to see:
02	I am very safe and comfortable carrying my assigned weapon.	To earn my rating of strongly agree , I want to see:
03	I know I can make an honest mistake and be treated fairly.	To earn my rating of strongly agree , I want to see:

EMPLOYER'S EXHIBIT 25

COMMUNICATION REPORT
SCWE Drill-Down Survey (PTN)
"The First 48"

Yellow = Action (Ongoing or In Process) I would agree if:		Green = Action complete
	Owner	Action
1 S/Os offer specific improvement ideas	All	Assist S/Os to use 5 Ws and an H. Include in S/O 2010 training
2 Shift Supervisors stop saying "Walmart is hiring."	SSSS	Discuss in leadership development training. State expectation.
3 All Shift Supervision listen to S/O input without belittling anyone	SSSS	Discuss in leadership development training. State expectation.
4 Captains not embarrass us in briefings	SSSS	Discuss in leadership development training. State expectation.
5 Involve S/Os in decision-making process	SSSS	Discuss in leadership development training. State expectation.
6 SSSs keep listening to SO concerns	SSSS	Discuss in leadership development training. State expectation.
7 Don't require us to manually "lift gate 703." This is a safety issue.	SSSS	See ECP Action #32
8 Stop saying, "That's the way it is, don't question - just do it!"	SSSS	Discuss in leadership development training. State expectation.
9 Supply insect repellent	Lts	S/Os ask Lt./Capt to provide insect repellent.
10 Use two people for jobs involving lifting/ searching heavy loads	Lts	S/Os make request known. Supervisors respond.
11 Supervisors resolve issues so they don't have to go to upper mgt.	Lts	Supervisors are empowered to resolve issues.
12 Follow-up on all safety concerns and give status	Lts	See ECP-PTN-09-012 posted in NEB second floor
13 Change the way S/Os are recruited	Lts/KB	Lts will have input into hiring process.
14 Never say, "I will make you pay." "I will retaliate and make it justified."	Lts	Discuss in leadership development training. State expectation.
15 S/Os need to better understand coaching/progressive discipline policy	Lts/KB	Will be included in S/O training for 2010
16 Vehicle present/ checkpoint relief	Lts/JR	Issue resolved.
17 Place suggestion box in public area	KB	Suggestion box in briefing room.
18 Explain why "all of a sudden" care about things getting done	KB	SCWE is one of the forums available to implement change.
19 Computers to complete CR - make more accessible and private	KB	Reviewing options.
20 Some Shift Supervisors need to attend anger management school	KB/Mgt	Discuss in leadership development training. State expectation.
21 S/Os learn how to both identify and solve problems	KB	Will be included in S/O training for 2010
22 Make it easier to write a CR	KB/FPL	See ECP Action #30
23 List of CRs and their status	KB/FPL	See ECP Action #19
24 Place kiosk in response center	KB/FPL	See ECP Action #19
25 Train S/Os in CR process	KB/FPL	See ECP Action #30
26 Computers to complete CR (privacy)	KB/FPL	See ECP Action #30
27 Intimidation due to computer location	KB/FPL	See ECP Action #19 & #30
28 FPL Safety visit us on post	JR/FPL	Refer to safety committee for post-outage resolution
29 Replace current vest with a more breathable one	BB/FPL	See ECP Action #2
30 Fix A/C Alpha 8	Lt/FPL	See ECP Actions #24-26
31 Fix A/C Alpha 10	Lt/FPL	See ECP Actions #24-26
32 Fix A/C Alpha 11	Lt/FPL	See ECP Actions #24-26
33 Fix A/C Delta Shack	Lt/FPL	See ECP Actions #24-26
34 Ensure "Porta-lets" are clean	FPL	See ECP Action #6

SCWE Drill-Down Survey (PTN)
"The First 48"

COMMUNICATION REPORT
SCWE Drill-Down Survey (PTN)

"The First 48"

35	Don't brush us off as if we were a nuisance	FPL	FPL leadership advised
36	Once and for all, replace the North End port-o-let with a quality facility	KB/FPL	See ECP Action #6
37	Continue to offer immediate and positive response to safety concerns	FPL	FPL leadership advised
38	Enforce written policies for greater accountability	Mgt.	RSS/PTN leadership advised
39	Management share findings	Mgt.	See ECP action list, and Drill-down survey actions "The First 48"
40	Take action in a timely manner	Mgt.	See ECP action list, and Drill-down survey actions "The First 48"
41	Explain the "why" when making changes. Some decisions make no sense. Leave ego at door.	All	Discuss in leadership development training. State expectation
42	Continue to listen and include officer feedback when possible.	Mgt.	Discuss in leadership development training. State expectation
43	Resolve smaller issues immediately without letting them pile up	Mgt.	Discuss in leadership development training. State expectation
44	Share field officer experience (rotations, patrols, post visits)	Mgt.	Discuss in leadership development training. Do more post visits.
45	Act on all safety concerns. Show concrete results	Mgt.	See ECP action list, and Drill-down survey actions "The First 48"
46	Stop being more concerned about OSHA recordables than people	Mgt.	Discuss in leadership development training. State expectation
47	Get S/O field experience	Mgt.	Discuss in leadership development training. State expectation
48	Make concerns & actions visible	KB	See ECP action list, and Drill-down survey actions "The First 48"

Case 1:15-cv-01322

Date Filed: 10/28/2015

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SCWE Drill-Down Survey (PTN)
"The First 48"

EMPLOYER'S EXHIBIT 26

Visible Results through Open Communication

Thank you to the entire RSS Security Organization @ PTN for insights and inputs from surveys, open forums, the CR process, supervision, etc.

Our Goal: Make concerns & actions visible

Our Vision: Model G4S RSS Core Values

Timeline

August 18 - September 18:

- Open Forums with ECP Rep Janie DiVentura
- SCWE Drill-Down Survey
- SCWE Q3 Survey
- Q & A Sessions with Mike Mareth
- New 5-week Training Cycle begins
- Five teams receive 30 hours "team building"

September:

- SCWE Drill-Down Survey results = 58% positive
 - *Goal: 85% or better on next survey
- SCWE Q3 Results (See chart)
 - *SCWE = 81 % positive (Down 1% from Q2)
 - *EmpSat = 80% positive (Up 6% from Q2)

October:

- ECP results posted (See chart)
- PTN "mini" Drill-Down Survey (sample size = 85)
 - *Supervisors interview / survey respondents
 - *Asks, "What would it take to receive positive rating?"

November:

- Your Words - Communication Report "The First 48"

December

- Open Forum / Parking Lot Issues & Actions

EMPLOYER'S EXHIBIT 32



Memorandum

The Wackenhut Corporation
Turkey Point Nuclear Plant
P.O. Box 349257
Florida City, FL 33034-9257

Telephone: 1-305-246-6723
Fax: 1-305-246-7123

To: Security Personnel

Copy: File

From: R. Klemm, Security Systems Administrator

Date: June 16, 2008

Subject: June, 2008 Safety Meeting (0630-0700)

Attendees:

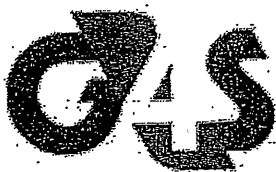
Juan Rodriguez – Admin
Robert Klemm – Admin
James Stanford – B-Team
David Vargas – C-Team
Michael Stewart – D-Team

Discussion:

1. Discussed A-9 environmental enclosure and interim methods for prevention of heat-related issues – i.e. Control Room, 431. No time limit to use 431, but need to stay alert – no sitting.
2. E-2 can use SGFP doorways to take advantage of fan room suction draft. Needs to remember to patrol on a regular basis
3. Availability of ice and water during weekends and night shift. There is no ice available much of the time. Discuss with FPL Safety
4. Cleaning of the BBREs, outside and inside was discussed. Security Officers are still responsible for the general cleanliness inside. Don't just leave a mess for the cleaning crew. We need to look at a cleaning schedule for exterior windows on the elevated positions.
5. J. Stanford wrote up notes from the FPL monthly Safety Meeting last week, and will make sure a copy is placed in each shift's Safety binder. Discussion included ways to stay hydrated in hot weather, and our Officer who became overheated on the turbine deck.
6. Discussed the Safety Departments survey regarding the Load Bearing Vests.

24/5
8885

G4S Regulated Security Solutions, Inc.
Turkey Point Nuclear Plant
9760 SW 344th Street
Florida City, Florida, 33035
Telephone: (305) 246-6723



Regulated Security Solutions

To: Security Professionals

Date: 01/21/09

From: RSS Safety TEAM

Subject: Safety Meeting Topics

The following topics were reviewed from the last scheduled meeting:

1. What gloves are acceptable to wear while conducting range activities?
Response: Gloves that are approved by the range instructors. If wearing gloves presents a safety issue gloves will not be utilized. Currently gloves are optional for range activities. Safety gloves provided by FPL/RSS may NOT have the fingers cut off to be worn as a shooting glove. Shooting gloves designed for shooting activities are acceptable.
2. Do shift employees have to refill water containers for training activities?
Response: Refilling water containers can be completed by anyone. We normally have the night shift complete this task as needed. Now that the training department will have a vehicle available to them they may be able to better support refilling the water containers on their own as needed.
3. Will site medical be available 24/7?
Response: Site Medical is available 24/7 coverage. Changes to on-site medical availability will be communicated to the work force as applicable.
4. Can First Aid kits be placed at various Security related posts to include the vehicles? The kits also need to be replenished as needed.
Response: First Aid kits have been provided at various Security related posts. The vehicles still need to be provided with the kits. Consideration needs to be given to placing seals on them for accountability.
5. Can Management notify the Security Safety representatives when a first aid or greater event occurs?
Response: Management will notify the Security Safety representatives.
6. Follow up action with L/U on the placement of barriers to prevent personnel from crossing Mangrove Road from one parking lot to the other at areas other than the designated crosswalk.
Response: - The person following up on this issue was not available for the meeting to provide a status. The issue will be tabled until next month's meeting.
7. Security personnel need to be aware of their footwear and replace footwear that may not be serviceable.
Reference - tread on boots.
Response: Security Management and individuals are responsible to maintain serviceable footwear. Periodic checks will be made and recommendations to replace footwear will be identified as needed.
8. Can we get more eye glass cleaning stations?
Response: Security Management placed a glasses cleaning station in the break room and are made available for replacement at the Response Center, etc, when requested.
9. Can we get hand-washing stations placed around the plant for use after using a Porta-John other than during outages?
Response: Recommended this issue go into CAP for resolution. Security Officer to initiate CR.
10. The lights leading down the Mangrove Road are out creating a potential safety issue at night due to reduced visibility.
Response: The person following up on this issue was not available for the meeting to provide a status. The issue will be tabled until next month's meeting. There is no immediate risk. Follow up conducted 01/28/09. No action taken initiated CR 2009-????.
11. A potential safety issue was addressed in the FPL parking lot and a CR was initiated. What was the status of the CR?
Response: A mirror was placed in the FPL parking lot at the location identified as a blind spot and appears to have satisfactorily resolved the issue.
12. Can the Security Pro-Tec helmets be worn during shift as an option to current hard hats?
Response: The Pro-Tec helmets have been authorized for Security drills only. They are not authorized for routine, every day use.

13. Having some issues getting safety glasses and hearing protection when needed. Can we store some inventory in the armory?

Response: We do not want to turn the armory into a store room for supplies. Each shift Capt. has the ability to get supplies when needed. We would prefer personnel notify the shift Capt. For replacement needs vs. maintaining a separate storage location. If hearing protection is not available in the power block notify RP and or initiate CR's as applicable.

New Topics Discussed:

1. Concerns regarding the checkpoint only being staffed randomly have been brought up by plant and Security personnel. ✓

Response: Concerns pertaining to the checkpoint should be captured in CAP for response.

2. A panther was sighted near the MTG and FFD trailers over the weekend. Officer recommended placing wildlife warning signs on FPL property.

Response: Management recommended the Officer initiate a CR with the recommendation. Superv. initiated CR ~~2009-1999~~ 04/26/09 for the Officer.

3. A Safety concern was brought up regarding motorcycle riders climbing over jersey barriers instead of walking around them.

Response: Security Management took an action to submit CR requesting Safety Department evaluate and determine what actions are needed to preclude potential injury. Superv. initiated CR 2009-1523 for the Officer.

4. Officers tasked with searching materials at the CRF are requesting MSDS information for possible hazardous materials.

Response: There was discussion that if a container is properly sealed, there should be no issue, however Management recognizes the Officers concern and provided direction to use good judgement. If there is potential exposure issues STOP the search and involve Supervisor oversight and CRF personnel for resolution. The MSDS should be available for ANY hazardous materials passing through the CRF. Personnel entering into the search area should ask the CRF personnel if there are any hazardous materials being searched that would require MSDS sheet review. If yes review the sheets and take them into the search area until the search is completed.

5. A concern was brought up regarding Officers tasked with CRF search duties, and the need for steel-toed boots when working near a forklift.

Response: Officers need to demonstrate good judgement and stand clear of any equipment when working in this, or any other area of the plant. Steel toes are not required if we remain clear of the equipment when it is operating.

6. Potential safety concern was expressed pertaining to MTG 901. The gate needs assistance by an Officer to close properly. The assistance is an Officer prying the gate closed with a pipe. Management is aware of the process and has determined there is minimal risk to the Officer. However, the gate does need to be fixed to operate as designed. The issue is the result of a limit switch being in a degraded condition.

Response: A work order (W/O) #38029458 was generated 11/03/08. The W/O was approved and is awaiting parts. Management is attempting to get a status update from NMM.

7. The temporary VBS gate 701's control switch functions are reversed. Condition has existed since controls were replaced last year. The control functions. There are no safety related issues since personnel are not allowed into the area while the gates are being operated.

Response: Management will initiate a CR to resolve the issue.

8. Management reinforced the need for Officers to submit CR's for Safety or enhancement related issues they identify. The normal practice is to identify the issue and Supervisors initiate most of the CR's for the Officers. Part of the issue is Officers do not have personal SLID numbers.

Response: Issues requiring immediate attention, need to be taken to the SSS level immediately to be evaluated in addition to initiating the CR. A good practice is if you are going to initiate a CR notify shift Supervision of the issue so they are aware and can provide feedback/coaching as applicable.

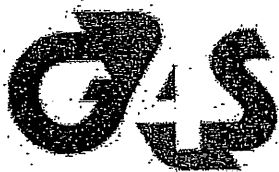
CC:

Doug Sodaro

Michael Mareth

Robert Klemm

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Turkey Point Nuclear Plant
9760 SW 344th Street
Florida City, Florida, 33035
Telephone: (305) 246-6723



Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: February 2009 Safety Meeting Topics

The following topics were reviewed from the last scheduled meeting:

1. Follow up action with L/U on the placement of barriers to prevent personnel from crossing Mangrove Road from one parking lot to the other at areas other than the designated crosswalk.
Response: – The contact at L/U has been unavailable. The Safety Committee member following up on this issue will again attempt to find a solution when the individual returns.
2. The lights on the Mangrove road were repaired or replaced, but some have since failed again.
Response: Safety Team Representative will contact L/U to try to assess the problem.
3. Due to lack of functional limit switch, Gate 901 requires the gate Officer to "adjust" the gate position with a large pipe.
Response: Security Management attempted to ascertain status of replacement switch by contacting M/M and NMM. The replacement device is constructed of a different material, and this is causing delays in the procurement process, according NMM. No estimate was provided for the repair. Will continue to try to keep on top of this issue.
4. Management reinforced the need for Officers to submit CR's for Safety or enhancement related issues they identify. The normal practice is to identify the issue and Supervisors initiate most of the CR's for the Officers. Part of the issue is Officers do not have personal SLID numbers.
Response: Issues requiring immediate attention need to be taken to the SSS level immediately to be evaluated in addition to initiating the CR. A good practice is if you are going to initiate a CR notify shift Supervision of the issue so they are aware and can provide feedback/coaching as applicable.

New Topics Discussed:

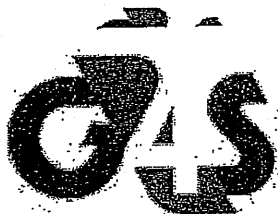
1. A Security Officer identified an issue with a broken handrail at the CRF dock area. SSR was submitted, but no C/R. (see item #4 above).
Response: C/R 2009-4687 was submitted and a "Good Catch" recognition for the Officer will be put out by the plant.
2. A suggestion was submitted to try to have a daily safety reminder put out during shift briefings.
Response: The SSS should call on the team Safety Representative to present a daily reminder to the shift.
3. The STOP sign facing north at the Land Management Office (by L/U) is faded and unreadable.
Response: Safety Representative submitted C/R 2009-4405.
4. One step at the E-9 Environmental enclosure exceeds the maximum height allowed by OSHA standards.
Response: Step was confirmed to be out of compliance. C/R 2009-5626 was submitted by Security Management. FPL Safety will take the C/R and submit an 1880 form, and give an action Projects to correct the height of the step.
5. Due to work activities on the road to Turkey Point, there are pipes beside the roadway that present a possible hazard to vehicles patrolling the area.
Response: Security Management performed a walk-down of the area in question. There is a large rubber pipe staged for installation that slightly protrudes into the vehicle path. Team Safety Rep was instructed to obtain a traffic cone and place it at the location in question. Supervisor of the project was also to be contacted regarding the issue.
6. Suggestion was made to install signs directing traffic to L/U, CRF, NEB, Units 6/7, etc. Due to closing of the Security Checkpoint, we are experiencing more visitors and deliveries driving around not knowing where to go. n.
Response: Safety Rep making suggestion to initiate C/R.
7. Existing Handicap parking may not be sufficient to handle upcoming outage needs.
Response: FPL has determined that the current number of Handicap spaces are in accordance with the total number of available parking spaces.

8. Officers performing searches at CRF may require back support belts for lifting.
Response: Officers should not be lifting anything during these searches. That is the responsibility of the CRF personnel support the search. If we do not get that support, do not search the items until support is provided.
9. X-Ray machine bowls and bins are dirty.
Response: These items are our responsibility. When we find the containers needing cleaning, we need to bring them up to the break area and clean them. It was also stated that the cafeteria had offered to run them through their dishwasher.

CC:

Doug Sodaro
Michael Mareth
Robert Klemm
Bulletin Board

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Turkey Point Nuclear Plant
9760 SW 344th Street
Florida City, Florida, 33035
Telephone: (305) 246-6723



Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: March 2009 Safety Meeting Topics

The following topics were reviewed from the last scheduled meeting:

1. It was suggested that a Team Safety representative give a daily Safety reminder at the shift brief which would be approx. two minutes or less – time permitting.
Response: – As far as anyone can tell, this has not been happening.
2. STOP sign at L/U was reported as being too faded to read.
Response: The sign has been either repainted or replaced.
3. One of the steps at the E-9 location exceeds maximum height recommended by OSHA. The issue was discussed with FPL Safety and Projects was supposed to correct the issue.
Response: As of the time of the March Safety meeting (3/23/09), the condition still exists. An FPL Safety rep was informed and will try to push the issue. However, he does not believe anything will be done until after the outage.
4. Pipes adjacent to the roadway leading to Turkey Point create a hazard to traffic. This condition was verified by RSS Management following the February Safety Meeting. The contractor performing the work was requested to place safety cones or some other warning device at the point where the pipes protrude into the roadway.
Response: As of the time of the March Safety meeting (3/23/09) no cones or any other markings have been placed at the location. Team Safety rep volunteered to place cones himself.
5. A suggestion was made to place signs directing visitors/deliveries to Land U, CRF, Remote Processing, etc, since there is no longer anyone at the checkpoint to provide directions.
Response: To date, there has been no response from Land U on this issue.
6. Need to remind the teams to stay on top of keeping the X-ray machine bowls and bins clean. They can use the restroom outside the search equipment at the NEB, or bring them up to the break area on the second floor.

New Topics Discussed:

1. Need to keep an eye on scaffolding in the power block. Team Safety rep requested personnel installing scaffolds to protect the protruding ends with tape or some other soft/protective material.
Response: Supervisor/rep was requested to submit a Condition Report.
2. The S-66 enclosure at the Main Truck Gate does not have a handrail on the steps.
Response: Safety rep identifying issue submitted C/R 2009-8534.
3. Safety glasses are easily scratched and damaged due to Officers not having any means to properly secure them when not being worn.
Response: Safety rep will check with FPL Safety for availability of lanyards.
4. The checkpoint building is locked. When the Officer is posted there, he can not get in to take refuge in case of a threat.
Response: Other places to take coverage were discussed. There are a number of available structures/objects that could be used.
5. Is there any update on repairs to A-6 door? The facility currently being used by the Officer is crowded.
Response: FPL has stated that there is no welder available. An RSS staff member was informed that someone knowledgeable of the BBRE construction would be on site soon, and would be looking at the door to see if there was anything that could be done. They may not need a welder with specialized training, as originally thought.
6. An FPL employee expressed a safety concern about S/O Lugo standing in the roadway when check people coming into the parking lot.
Response: Lugo is using all required safety equipment, including reflective traffic vest, flashlight and flashing strobe light on his vehicle.

7. Concern regarding Officers posted at Equipment Hatch being in close proximity to forklifts moving equipment in and out of hatch area – do they need steel-toed boots?
Response: Officers need to remain aware of their surroundings, and remain a safe distance from moving equipment.
8. There was a question as to whether or not the cord providing power to the E-9 enclosure was equipped with a GFI.
Response: The power going into the shack goes through a circuit breaker panel. This negates the need for a GFI – equipped extension cord. (Verified with Safety)
9. Concern regarding distribution of weight on Officers' equipment on vests and person (gas mask, long guns, radios, etc).
Response: Officers may move equipment around as needed to achieve proper balance. However, all required equipment must be carried and accessible.
10. We have two injuries so far in 2009.
Response: We need to remind Officers to use Situational Awareness and to not put themselves in injury-likely situations by taking shortcuts, etc.

CC:
Doug Sodaro
Michael Mareth
Robert Klemm
Bulletin Board

G4S Regulated Security Solutions, Inc.
Plant St. Lucie
6501 S. Ocean
Jensen Beach, FL 34957
Telephone: (772)467-7005



Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: May, 2009 Safety Meeting Topics

New Topics Discussed:

1. Near Misses – We can do better at documenting these. We need to track and trend and talk more about near missed?
Response: Moats suggested continued tracking thru CRs, Emails, 18-80s and incorporating a delivery method.
2. S/S Traynham – Safety memo with photos regarding foot path safety.
Response: Traynham will build and put out to team.
3. S/O Vanderslik – consistent safety messages should be incorporated into brief second day back on shift. Safety videos should be researched and introduced (with message pertaining to our industry)
Response: Moats will research videos and compile a folder on G drive with Safety info etc.
4. STC Johnson – raised the question on how Safety concerns are followed up. (Example SSB roof)
Response: Sitrin Program can be queried by CR written on Safety Concern.
Response: Moats: Photo to be taken to demonstrate the possible safety concern. Provide to Management for review.
5. PM Burris – Safety concern from S/O's in the field regarding Badge lanyards.
Response: longer lanyards have been ordered – due to a safety concern by officers.
6. Hurricane preparedness and Lightning posts need to be reviewed.
Response: SOC Coats to handle this item.
7. PM Burris - Recognition Ideas needed when we reach 2 million mark and 365 OSHA Recordable
Response: Researching.
8. Moats – Fill positions from teams to satisfy membership to Safety Committee Meetings.
Response: Moats will put out requests to teams leadership concerning openings on the Safety Committee Membership Roster.

CC:

Jeff Kramer – FPI Safety Supervisor
Tuane Young – FPI Security Manager
Brett Burris – PSI Project Manager
Jerry Achee – Alpha Team Representative
Garnille Major – Bravo Team Representative
James Vanderslik – Bravo Team Representative
James Traynham – Charlie Team Representative
Alex Betancourt – Delta Team Representative
Michael Mareth – PTN Project Manager
Bob Beilke – Point Beach Project Manager
Dave Rudgers – Seabrook Project Manager
Bulletin Board



Michael Mareth
Sent by: Michael Mareth

To: Juan.Rodriguez@exchange.fpl.com, Robert
Klemm/Ptn/Nuclear/FplNuc, Douglas.Sodaro@exchange.fpl.com,
Michael.Stewart@exchange.fpl.com, Brett.Burris@exchange.fpl.com

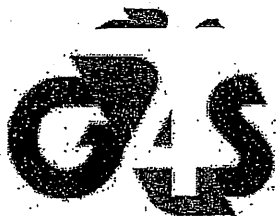
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cc:
Subject: May Safety Meeting Notes

Please review for any commonality/extent of condition and review with appropriate site personnel.

Safety Meeting Notes May.dc

Michael Mareth
Security Project Manager PTN
(305) 246-6723



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Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: May, 2009 Safety Meeting Topics

New Topics Discussed:

1. The following concerns were discussed regarding outdoor post (Sec-65):
 - A. Potentially being exposed to extreme elements (Lightning, Rain & Heat).
 - B. Discomfort with having to walk on grating
 - C. Potential trip hazards at the post location
 - D. Painting that is being conducted in the immediate area (fumes)
 - E. Airborne particulate the result of grinding/prepping surfaces for new paint.

Responses:

- A. There is a shelter available for (Sec-65) during severe weather. The shelter has been approved for use since the post was established. There is guidance in the GP pertaining to when the shelter can be utilized.
- B. The grating material is the walking surface and that is not going to change. Officers need to ensure they have serviceable foot wear. Officer's are rotated hourly from the post.
- C. The potential trip hazards are part of the walking surface. Officer's need to be aware of the hazards and keep eyes on path.
- D. If fumes are too strong notify Supervision and we can increase post rotation frequency.
- E. If a painters mask is needed the Officers need to ask for one and we will provide as needed. Officer's have safety glasses that can be worn to prevent debris getting into the eyes.
2. A recommendation was made that FPL/RSS provide lanyards for safety glasses. It is believed lanyards will better protect the lenses from being scratched. The Officer provided a catalog with lanyards for review.
Response: Management believes FPL already has lanyards available to select from and will follow up on this recommendation then provide feedback.
3. Two safety concerns were identified pertaining to A-12:
 - A. Traverse uneven surface and surface is slippery on the roof (after rain).
 - B. Handrails on stairs on roof are not grounded.**Response:**
 - A. The roof conditions are a condition of the roof surface and do not change under different conditions. The roof configuration can not be changed. Situational awareness and good judgement are required as well as eyes on path.
 - B. We will follow up on this however management does not believe there is an OSHA standard to ground handrails.
4. E-9's steps were modified to correct the OSHA concern about step height. The corrective action created a potential new safety issue. The plywood used for the modification is slippery after it rains.
Response: A CR 2009-11725 was initiated to have safety non-skid tape placed on the plywood or some other solution that eliminates the potential slip hazard condition.
5. There has been a long standing issue pertaining to sanitary conditions and facilities on the north end rotation. This was discussed again.
Response: A CR 2009-13364 was initiated last month. Options are being reviewed.
6. Still need cleaning supplies at facilities in power block and BBRE's.
Response: Management will follow up and provide feedback.
7. Recommendation to provide Gatorade at Response Center and Sec. 65.
Response: Currently water is available at those locations for hydration. Management will evaluate the recommendation and provide feedback. Gatorade or similar products replace depleted Electrolytes another alternative for consideration is to issue Electrol Plus tablets that can be taken with water.
8. Sanitary conditions at some posts were discussed to include:
 - A. Garbage bags not available at post.

B. Officer's unsanitary habits of spitting.

Response:

A. Garbage bags are available and Officer's just need to ask when they need to replenish stock.

B. Officer's that identify a post that is unsanitary because of a co-workers unsanitary habits should not accept the post nor relieve the Officer. This is a condition of individual accountability and ownership.

9. A recommendation was made to remove the designated smoking area near R1/D1.

Response: Designated smoking area's are determined by the station not the Security department. Feedback will be provided to the Officer to consider initiating a CR with specifics why the area should be made a no smoking area.

10. Communication was provided that the gas mask pouches are getting caught on obstructions in the power block and wanted to know if they can stop wearing them? ✓

Response: Officer's will continue to wear the mask. The mask is an NRC required piece of equipment. There are a couple of options to satisfy the regulatory requirement and FPL/RSS has elected to have the Officer's wear the mask as part of the issued duty equipment. Situational awareness when moving in and or out of confined space is needed.

11. The Alpha-5 door was identified as not properly latching.

Response: A CR 2008-25220 and PWR 38009981 was initiated requesting to repair the door so it functions as designed.

12. Foliage is growing over guardrails along the Mangrove Road.

Response: A CR 2009-16097 was initiated requesting Land Utilization to address the issue.

13. Drain cover by CCW pumps at bottom of stairs to Auxiliary Building roof is loose.

Response: A CR 2008-4629 was initiated requesting to re-secure the cover.

14. East entry door to covered area at Security Range is badly rusted and is a potential safety hazard.

Response: A CR 2008-4629 was initiated identifying a potential safety hazard and requesting the door be replaced.

15. Positive feedback pertaining to recently completed 2nd quarter FOF exercises. The exercises were completed safely with out event.

CC:

Doug Sodaro – FPL Safety Supervisor
Michael Mareth – PTN Project Manager
Robert Klemm – PTN Systems Coordinator
Tim Lambert – Bravo Team Representative
James Stanford – Bravo Team Representative
John Brantley – A Team Representative
Michael Stewart – Delta Team Representative
David Vargas – Alpha Team Representative
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Bulletin Board

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Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: June, 2009 Safety Meeting Topics

New Topics Discussed:

1. Discussed recent Security Safety/First Aid cases regarding heat related issues.
Response: Everyone is being reminded, on a daily basis, to stay hydrated and to advise Supervision if they need relief. C/R 2009-18840 submitted requesting Gatorade be provided for power block and Sec. 65.
2. The night shifts are sometimes having a difficult time getting water coolers filled due to manning issues. The coolers are empty or near empty when the night shift comes on duty.
Response: Based on past experience, it will remain the responsibility of each shift to fill their water coolers.
3. Intake post continues to be an issue.
 - A. The vests are retaining a lot of heat. Requesting management consider a different vest. (C/R 2009-18837 submitted)
 - B. Wood grating on west side of travelling screens is in poor condition. (C/R 2009-18825 submitted)**Response:** In addition to above mentioned C/R's, the shifts are adjusting rotations to limit the amount of time Officers spend at the post.
4. NPS collected most of the water coolers in the power block and at the intakes on Friday, and did not return them.
Response: We need to make sure that we use our own coolers, when needed, and that we make sure they are not inadvertently picked up by NPS. We can not count on NPS to provide water and ice on nights, weekends and holidays.
5. Trash cans around the plant are not emptied often enough and are often overflowing.
Response: Make sure we are taking our trash to dumpsters, instead of cramming into blue trash cans. C-2 or C-3 can take the bags to dumpsters. (C/R 2009-18827 submitted regarding the overflowing trash cans)
6. New road to boat ramp has a couple of blind corners. Also need a stop sign by the dinosaur for vehicles exiting the boat ramp road. It was also suggested that the intersection of the Fossil, Unit 5, Boat Ramp and Switchyard roads be made an all-way stop.
Response: C/R 2009-18795 was submitted by a Security Supervisor over the weekend for blind corners. C/R 2009-18832 was submitted by shift Safety representative on the same issue. Security staff contacted the RTE Construction Manager and suggested the all-way stop and will follow up.
7. Gate 901 still has to be manually adjusted to receive a reset on the BMS. The issue is lack of limit switch.
Response: A safety related C/R was previously submitted on this to NMM to expedite the procurement of the new switch.
8. There is still a lack of cleaning supplies in the power block and BBRE's. The BBRE's do not seem to be getting cleaned on a regular basis. ✓
Response: Security staff will contact Fred Wingate to address this issue. His group is responsible for the housekeeping.
9. Request was made to place a copy of the Safety Meeting minutes on the bulletin board in the hallway outside the break room.
Response: Security staff will coordinate with Security Admin to get the latest copy posted. We had previously been placing them in the team notebooks. Posters or other safety related materials may be posted there as well.
10. Posting of the Checkpoint was re-addressed: Flood lights and protection from vehicles for the Officer posted. ✓
Response: When the Officer is posted, the checkpoint door shall be unlocked. At night, the flood lights shall be turned on. At all times a Security vehicle shall be parked with the overhead strobe lights on. The Officer can stand behind the gate-2 mechanism for protection from vehicles.
11. Foliage is growing over guardrails along the Mangrove Road. (Identified last month but still not corrected)

Response: A CR 2009-16097 was initiated last month, requesting Land Utilization to address the issue. C/R 2009-18834 was submitted on 6/29/09 as well.

12. Still have no new Sudecon wipes. No First Aid kits in vehicles.

Response: Staff checking with Jose Soto. Will provide feedback after follow up with him.

13. Gate to L/U locked at night. Officer must exit vehicle to open gate, and this is a crocodile area.
Response: The patrols are not supposed to be going past the L/U gate at night. If they need to refuel a vehicle they should check the area for crocodiles before exiting the vehicle.

14. A concern was brought up about the strong smell of gunpowder in the BBRE's when firing the MILES weapons.

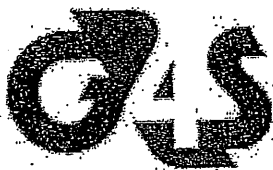
Response: This has already been addressed: We are spending less time inside the BBRE's and opening doors and gun ports for ventilation.

15. Officers need to report safety issues/concerns immediately instead of saving them for the monthly meetings. C/R's should be submitted when a problem/issue is identified, and/or the Shift Manager or Safety should be notified on the spot. These issues should also be reported immediately to the SSS. Officers should be reminded that the site recognizes workers for "good catches".

CC:

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*Michael Mareth – PTN Project Manager
*Juan Rodriguez – Security Operations Coordinator
*Robert Klemm – PTN Systems Coordinator
Tim Lambert – Bravo Team Representative
*James Stanford – Bravo Team Representative
John Brantley – A Team Representative
Michael Stewart – Delta Team Representative
David Vargas – Alpha Team Representative
Brett Burris – PSL Project Manager
Bob Beilke – Point Beach Project Manager
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*John Gow – Delta Team Representative
*Kevin Reyes – Charlie Team SSS
*Raymel Perez – SSS
Bulletin Board

(* = meeting attendee)



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Regulated Security Solutions

To: Security Professionals

From: RSS Safety TEAM

Subject: August, 2009 Safety Meeting Topics

Safety Events:

1. We had zero (0) events in July. August there was one (1) OSHA event. Insect bite.

Old Topics:

1. Discussed the need to remind Officers and Supervisors that a Security vehicle is needed whenever we man the checkpoint. This is so that the light bar can be utilized to help on coming traffic recognize the check point is staffed.
2. Discussed the need to follow up and check on the condition of the outside fan and land line phone for functionality.
3. Gate 901 limit switch has been replaced, and gate now closes with out assistance from Security Officer's.

New Topics Discussed

1. There is a concern about lack of mosquito repellent. When asked, Supervisors are replying that none is available.
Response: Mosquito repellent is available in the supply cabinet in the conference room. The SSS has a key. If they have any problems getting it, they can contact the Security Project manager or Operations Coordinator for assistance. Repellent should be available at all times. Supervisors will be reminded.
2. Question was asked if all Safety representatives and alternates are invited to participate in the Safety meetings. The on-shift representative wanted to attend the meeting, but could not, due to operational needs.
Response: All reps and alternates are invited. NRC work hour rules can/may impact attendance as well as on-shift staffing needs. If a representative is unable to attend they should give any concerns/topics to be discussed to another safety team member to be addressed during the meeting. That way, all concerns/topics can be discussed.
3. The issue of Safety representatives performing a walk-down when there has been a safety-related event was discussed. The issue was having safety team members stay over onto another shift to complete a walk down.
Response: Each team has representation so there should not be a need for an employee to hold over to conduct a safety walk down. The on-shift personnel can complete it. Additionally, by holding over there can be potential NRC work hour related issues that we want to stay away from. A safety walk down could also be completed the following day if necessary.
4. It was reported that there are ants in the A-10/11 shelter and Support Center. There are also roaches in the Response Center.
Response: Land Utilization was scheduled to be treating those areas the same day as the meeting. We need to make sure that we assist by moving furniture and/or equipment so they can spray accordingly.
5. The "Gators" are in poor condition, and we are down one, due to it being "scrapped", causing C-2 to have to perform patrols on foot at times.
Response: No immediate remedy. We will need to get replacements when funding is available.
6. E-9 BBRE is not level, causing issues with the door not latching.

Response: Management is aware of the issue. The BBRE is not level causing the door to be misaligned. The work package for this project is still open and levelling the BBRE will be part of the completion work. The Project Manager (Projects) has been off-site and the issue will be revisited when he returns.

7. There was discussion that the ramps on the Control Room roof are slippery and need the non-skid strips replaced.

Response: C/R 2009-24474 initiated.

8. The A-10/11 door is still very difficult to open and there is no door closer.

Response: A PWR (39006577) already exists on the door closer, which has been removed. The door is out of alignment which now makes it very difficult to open. A new PWR (39009956) and C/R (2009-24485) were initiated.

9. The tactical vests are causing irritation and rashes on Officers due to the heat and sweat. It was suggested that we look at a cooler, mesh-type vest that would be more appropriate for the PTN environment.

Response: The safety committee was tasked with looking for a suitable alternative vest. The safety committee will then present an option(s) to FPL for consideration.

10. There was discussion pertaining to an incident the previous night involving the inadvertent release of pepper spray. This was apparently caused by the seal being damaged when the Officer sat down in a Security vehicle. Do we need to consider a different pouch for the pepper spray?

Response: Regardless of the pouch type if a person applies too much pressure to a piece of equipment in this case the pepper spray container there is potential for damage. There is going to be some degree of risk/damage to most equipment we carry if unintentionally too much pressure is applied to the weakest point. Management will take an action to discuss with FPL an alternative pouch if it provides more protection from this type of event. Additionally there was discussion that the pouches can be worn in other locations other than on the duty belt. Management addressed alternatives by email that was communicated at shift briefing.

11. There was a recommendation made to have the air curtains on the NEB hallway doors be placed on at all times during the months when mosquitoes are an issue. It was also discussed that one air curtain is out of service.

Response: A request was made to have the air curtains left on however I&C stated the additional air flow creates problems for the explosive detectors. Apparently doing this creates additional dust to become airborne and clogs the filters. At this time I&C is pushing back on leaving the air curtains on. The safety committee will consider alternative solutions to help reduce the mesquite issue for Officers in the NEB.

12. The A-5 BBRE door is hard to open again.

Response: Management asked if it was a safety issue that someone may get hurt opening the door. The response was no but it needs attention before it gets more difficult to open. This is a potential repeat problem with this door. C/R 2009-24480 initiated.

13. Foliage is blocking view of oncoming traffic at the levy road gates on Palm Drive, making it difficult for Officers to pull out after checking gates.

Response: Management e-mailed L/U Supervision, identifying the issue and requesting the foliage be cut back.

14. It was reported the A/C in E-8 and E-9 is not cooling sufficiently. Also, A-6's A/C was not working.

Response: F. Wingate and Debonair are aware of the issues. The A-6 BBRE A/C has been resolved and is working. The issues with E-8 and E-9 are being worked to resolve.

15. There was discussion about not having ice/water available for range activities.

Response: Currently land U has provided the Security department a key to the ice machine and we can get filtered water there. There was discussion that the Security department may purchase a freezer and purchase bagged ice vs. utilizing the ice machine. The freezer would be located at the range if purchased.

This recommendation will be evaluated for a long term solution option. The Security department was also going to look into what it would take to provide a filtered water source at the range. This would help to reduce travel distance if the ice and water are available at the range.

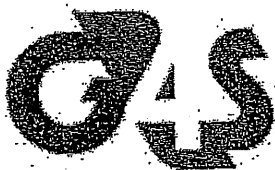
16. There was discussion about having the safety meeting on Thursdays going forward. There was no objection to any particular day.
17. A recommendation was made to include the site Safety video that was played at the last FPL Safety meeting into the RSS training process. There were no objections to doing that and a request was made to get the video for review.

CC:

Doug Sodaro – FPL Safety Supervisor
*Brent Rittmer – FPL Security Manager
*Michael Mareth – PTN Project Manager
*Juan Rodriguez – Security Operations Coordinator
*Robert Klemm – PTN Systems Coordinator
Tim Lambert – B-Team Representative
*James Stanford – B-Team Representative
John Brantley – A-Team Representative
Michael Stewart – D-Team Representative
David Vargas – C-Team Representative
Brett Burris – PSL Project Manager
Bob Beilke – Point Beach Project Manager
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John Gow – Delta Team Representative
Leonardo Ramirez – C-Team Representative
*Kelvin Justice – D-Team Representative
Bulletin Board

(* = meeting attendee)

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Regulated Security Solutions

To: Security Professionals
From: RSS Safety TEAM

Subject: September, 2009 Safety Meeting Topics

Safety Events:

1. We've had one safety issue during September – S/O strained lower back when bending over to pick up tac weapon in BBRE. Classified as "First Aid" at this time.

2.

Old Topics:

1. Regarding the plan to leave the NEB air curtains running all the time during mosquito season: I&C stated that doing this would generate too much flying dirt and dust that would cause problems with the explosives monitors. Because of this, the idea was dropped. However, two mosquito zappers have been placed in the lobby – one just inside 805 and the other near the ATM. Those seem to be helping

2. Discussed the back injury (listed above)

New Topics Discussed:

1. The lack of secure search area at the new gate 703 was discussed. C/R was submitted by D. Vargas (C/R 2009-26160)
Response: Next year, two permanent gates, alarm detection and additional cameras will be installed, as well as barriers to prevent non-security personnel from entering during a search. In the meantime, signs have been placed advising personnel to stay out of the area.
2. It has been observed that Officers are still being posted at the Checkpoint without a vehicle present and the building locked.
Response: J. Rodriguez to reiterate to all shifts that if a vehicle is not available, and the Checkpoint building is not opened, we will not man the Checkpoint.
3. Question was raised regarding the procedure for taking a SFM home, if they declare themselves unfit for duty, and unable to safely operate a vehicle.
Response: Management will make every effort to transport an employee. If on-site staffing does not allow for transportation to happen then off-site personnel will be contacted. Management will make accommodations for an employee to stay on-site before allowing them to leave if they can not safely operate a vehicle.
4. The bridge behind the travelling screens at the intakes appears to be weakening and wearing out and may be a hazard for Sec-65.
Response: C/R 2009-27383 submitted. In response to the C/R, FPL Safety and FPL Security walked down the area and found no safety issue: "The travelling screen ramp was secure. It is built of scaffolding and we did not find any slippery areas. Ops also said that with the foam in the area they will hose it down from time to time. We even walked on all areas with the foam and in water and still no slip hazards".
5. During Limited Scope Drills, it was identified that the temporary stair on the Machine Shop roof are sloped and uneven.
Response: Permanent stairs are supposed to be installed under FOF mods. C/R 2009-27385 submitted. In response to the C/R, FPL Safety and FPL Security walked down the area and found no safety issue: "The SAS roof stairs were also found to have no safety significance. The last step made of wood was

slightly warped but did not pose a safety hazard. There were hand rails there for the Officer as well".

6. Numerous street lights are out around the south Fossil parking areas, gate 703 area and the road to the McGregor substation.

Response: C/R 2009-27812 was submitted. L/U notified.

7. The weight and bulk of various equipment we carry (gas mask, vests) is making egress and ingress of vehicles very difficult for larger Officers. There are also many areas around the power block where Officers and Supervisors area unable to squeeze through with this equipment, including access to vital areas which have scaffold or other equipment partially blocking doors, etc. The hot temperatures and weight of the equipment is taking a toll on personnel.

Response: The safety committee is tasked with providing FPL management with alternative vests. Once the alternative vest proposal has been submitted FPL can evaluate then provide feedback.

8. Scaffold outside door 345 9(U3 CST) blocks access for Security due to bulkiness of vest and equipment.

Response: D. Vargas submitted C/R 2009-27244

9. Officers are having a difficult time getting access to computer terminals to submit their own C/R's. The workstation in the Response Center is normally locked if not in use by Supervisor, and it is not possible for most Officers to get to the Break Room to use the kiosk. They would also like to have some privacy when submitting a C/R.

Response: Under the new NAMS program, all personnel should have a SLID. That will make it easier to use a workstation. Currently, we are not able to add more workstations due to budget issues. We will continue to assist with submitting C/R's in any way we can.

10. Due to the heat, bulkiness and weight of the vest and associated equipment, performing IMP patrols is difficult for most Officers. What happened to the plan to have dedicated patrol Officers every shift that would not be required to carry a tac weapon and wear a vest?

Response: As previously stated, an alternative to the current vest is being looked at, as well as the fleet requirement. Current manning does not allow for the dedicated rover.

11. The lack of restroom facilities at the north end is still an issue. With the ongoing tight manning level, getting restroom breaks is difficult and time consuming. Officers are not able to remove the tactical equipment when using a portable toilet facility, and must find an unlocked and functioning restroom.

Response: Previous C/R on this issue was closed without an action being taken. It was suggested that more detail on this issue may help, including the suggestion to utilize some RTE funds to help improve the quality of life for Officers. (T. Lambert to submit another C/R)

12. Short staffing making getting relieved for code-11's difficult, causing Officers to have to "hold it" for extended periods of time.

Response: Staffing is adequate. Call outs do not help in these situations. Personnel need to contact co-workers or Supervision in advance before there is a potential problem to allow for relieve time.

CC:

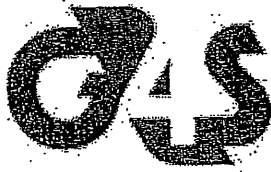
Doug Sodaro – FPL Safety Supervisor
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 *Tim Lambert – B-Team Representative
 James Stanford – B-Team Representative
 John Brantley – A-Team Representative

Provided to
Sean

Comm
Rifle
FAC

Michael Stewart – D-Team Representative
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Bulletin Board
(* = meeting attendee)

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Regulated Security Solutions

To: Security Professionals
From: RSS Safety TEAM

Subject: October, 2009 Safety Meeting Topics

Safety Events:

1. None discussed

Old Topics:

1. Reviewed September issues.

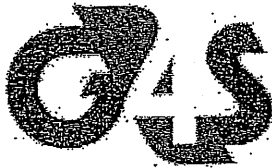
New Topics Discussed:

1. FPL Coordinator suggested that boot laces be tucked inside the boot so they don't get caught on something and cause a trip/fall.
Response: The team Safety Representative can recommend this to Security personnel, but there is currently no RSS policy mandating this.
2. Spiders still in various locations in the Power Block.
Response: This was addressed in a previous C/R, and Land Utilization sprayed our locations this week (week of 10/26/09)
3. There is a ladder and scaffolding on the turbine deck in the area of 425/438 making a tighter squeeze to get around for alarm response and patrols/inspections.
Response: Due to the design of the area in question, there are no alternatives to installation of scaffolding. We need to make sure everyone is aware of the obstacles.

CC

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Regulated Security Solutions

To: Security Professionals
From: RSS Safety TEAM

Subject: November, 2009 Safety Meeting Topics

Safety Events:

1. Officer pinched finger in door
2. Chair leg broke, Officer fell backward and hit head. No injury or equipment damage. ✓

Old Topics:

1. Reviewed October issues.

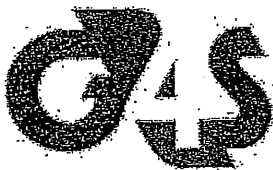
New Topics Discussed:

1. Temporary light plant on the road to the MTG is blinding drivers heading east.
Response: J. Brantley to investigate/contact L/U and submit C/R.
2. Catch basin inside Zone 11 between U3/U4 EDG buildings fills up with water and leaves no safe pathway through this area.
Response: J. Brantley to write C/R.
3. A8 and A9 A/C filters are not being cleaned (repeat issue).
Response: Security (on shift) should be cleaning these filters. Notify RP when we need to clean them.
4. BBRE cleaning is not sufficient. Housekeeping only mops the floors without sweeping, dusting or cleaning windows.
Response: J. Rodriguez to contact Fred Wingate to investigate. ✓

CC

Doug Sodaro – FPL Safety Supervisor
Brent Rittimer – FPL Security Manager
Michael Mareth – PTN Project Manager
*Juan Rodriguez – Security Operations Coordinator
*Robert Klemm – PTN Systems Coordinator
Tim Lambert – B-Team Representative
James Stanford – B-Team Representative
*John Brantley – A-Team Representative
Michael Stewart – D-Team Representative
David Vargas – C-Team Representative
Brett Burris – PSL Project Manager
Bob Beilke – Point Beach Project Manager
Dave Rudgers – Seabrook Project Manager
John Gow – Delta Team Representative
Leonardo Ramirez – C-Team Representative
Kelvin Justice – D-Team Representative
Glenda Secola – RSS Training
J. Di Ventura – FPL Employee Concerns Program

G4S Regulated Security Solutions, Inc.
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Regulated Security Solutions

To: Security Professionals
From: RSS Safety TEAM

Subject: December, 2009 Safety Meeting Topics

Safety Events:

None

Old Topics:

Reviewed November Issues with Follow-Up Actions:

1. Temporary Lights on road the MTG were blinding east bound drivers.
Response: Lights were adjusted and have since been removed, following end of Outage. No C/R written.
2. Catch Basin inside Zone-11 between U3 and U4 EDG fills with water leaving no safe pathway through area.
Response: J. Brantley contacted Terry Higuchi (Chemistry). Drain will be left open during normal operations to prevent water from accumulating in basin. C/R 2009-35209 was submitted by J. Stanford on 12/17/09.

New Topics Discussed:

1. Day shift Officers have complaints about the new chairs in the Support and Response Centers.
 - Uncomfortable – hurts back when sitting in chairs
 - Lack of wheels makes it difficult to slide chair in or back on "rubber" floor tiles when sitting down or getting up from table.
 - Seat isn't large enough to support gas mask and other equipment attached to belts when sittingPositive Comments:
 - No armrests make it easier to sit down and get up with equipment on.Night shift personnel had no complaints, so far.
Response: Will continue to monitor comments while personnel get used to the new chairs.
2. Scaffolding erected outside 3MCC308 is making it difficult to squeeze through for checking the door on patrols.
Response: Use caution and common sense when traversing area. Officers may need to reposition rifle when squeezing through. There are many tight spots in the power block and when work is being performed that requires scaffolding, extra caution is warranted. Any time we have a concern about issues like this, we should contact Safety right away so they can check it out. Don't wait for Safety meeting to bring it up.
3. Support Center door has sharp edges and the window is falling out of the exit door from the RCA.
Response: J. Stanford submitted C/R 2009-35209
4. The phone jack/plate in A-1 is broken and the wires are exposed.
Response: J. Stanford submitted C/R 2009-35209
5. The stairs to the west side of the U3 Spent Fuel Pit are steep and can be tricky when wet.
Response: Personnel need to demonstrate good judgement and use hand rails when ascending or descending stairs. The stairs have a Safety surface to provide better foot contact already. Personnel need to use appropriate caution there is no need to do anything further at this location.

6. An Officer tripped and fell after descending stairs at A-4, but sustained no injury. Should hand rail be extended?
Response: The main issue in this case was the Officer's failure to keep eyes on path, losing track of where the last step was. Remind personnel to keep focus on the stairs when ascending or descending, and to use the hand rails.
7. FPL Safety – Should they be attending our Safety meetings?
Response: ECP representative was going to communicate the request to site Safety. Additionally the site Safety Professional communicated to PM he will attend safety meetings in the future or send a representative when available based on our meeting dates and times.
8. Manning issues in power block. The other day, R/O 1 was pulled for a post making it more difficult for Officers on rotation to get Code-11 breaks, and resulting in longer rotation times due to Officers using the restroom during rotation. The chance that it may be more difficult to get relief for a Code-11 may cause some Officers to not hydrate as much as they should and can cause additional "stress". Are we able to call in Officers when this happens, so we're not working "short"?
Response: On the day in question, refugees had been discovered in the OCA resulting in an Officer being utilized at the location, another escorting responding law enforcement agencies to the scene and another being posted at the Checkpoint. When the additional post opened up, the Officer we normally would use for that was already tied up with the OCA situation, and R/O 1 was the only Officer available. When we are short Officers, we attempt to call in additional personnel when we can, but it is sometimes difficult to get anyone to respond.
9. Suggestion was made to remind personnel to stay focused and keep eyes on path during the holiday period.
Response: M. Mareth will be putting out his usual reminder regarding this issue, which will be disseminated at shift briefings.
10. Is it possible to get Operating Experience (O/E) memos placed in a binder and distributed to the power block so Officers can read them?
Response: A binder will be provided for copies of the O/E memos, and will be placed in the Support Center.
11. What is being done to provide better restroom/sanitary facilities for the north end.
Response: FPL management is (SM) is working with site VP on this issue. Information will be provided as it becomes available. ✓
12. Project Manager provided a brief status update relative to the Tactical vest. Twenty-four (24) mesh Load Bearing/Tactical vests have been ordered. They will be distributed to shift when they arrive. The vests will be trial tested for sixty (60) days by Officers in the field. Based on feedback and if they appear to meet all our needs, the safety committee will recommend purchase to replace existing vests to FPL management. ✓

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Bulletin Board
(* = meeting attendee)